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MULTINATIONAL CORPORATIONS

VOLUME 1

GENERAL MATERIALS

IAN F.G. BAXTER

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MULTINATIONAL CORPORATIONS

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IAN F.G. BAXTER

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SEMINAR ON MULTINATIONAL CORPORATIONS

GENERAL MATERIALS

This volume contains a selection of readings on multinational corporations. These readings are intended to give students a general introduction to some of the literature on these corporations, the operations of multinationals and certain related issues and problems. Further literature references are contained in the notes to the articles and in the short bibliography at the end of the volume.

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INTRODUCTION

This bibliography includes mainly textbooks and recent articles on multinational corporations. Most of the material of this kind that is available at the various libraries of the University of Toronto is covered, as well as some older articles of special interest, three existing bibliographies, and U.N. documents.

In each listing the call number (except for periodicals in the Periodicals Reading Room; and the law and business libraries which have no call number and are shelved alphabetically) - reference to the specific libraries of availability will be listed after: (1) the name of the author; (2) the name of the publication; (3) the name of the publisher; (4) the number of pages; (5) the year of publication.

This bibliography is divided into sub-topics; however, some entries may be relevant for several topics although listed only under one.

TABLE OF ABBREVIATIONS

B - Business library - Management Studies, Rm. 310, 246 Bloor St. W. Tel. 978-3421.

G - Government Publications, 5th Floor, Robarts Library.

I.P.S.A. - International Political Science Abstracts.

K.E.S. - Key to Economic Science

L - Law Library

P - Periodicals Reading Room, 4th Floor, Robarts Library.

R - Robarts Library

S - Sigmund Samuel Library, 9 King's College Circle

Z - General Reference, 4th Floor, Robarts Library

A. BIBLIOGRAPHIES

1) Michael Z. Brooke, Mary Black, and Paul Neville. International Business Bibliography Garland pp. 480 (1977) Z7164 C81 B76 G B

This is an annotated bibliography which includes 3100 entries. It covers books published during the period 1957-77, articles published during the period 72-77 (but also includes very important articles from before 1972), and short articles that had been published within a year or two prior to 1977. An explanation of how to use the bibliography, or index, a guide to the index and a list of other bibliographies are also provided.

2) Bruce Aitken, Multinational Enterprise and International Law: A Selected Bibliography 11 International Lawyer 69-100 (1977) L

This bibliography contains 478 entries. The bibliography includes material published until mid 1976, and is divided into sub-topics. The general areas covered are the activities of the multinationals and their status under international law.

3) Eric Browndorf; Scott Reimer, Multinational Corporations - A Bibliography. Oceana 1979 HD 2755.5 B76 L

This bibliography includes 9477 entries, and is the most recent and most detailed bibliography on the subject of multinational corporations.

B. EXTRA-TERRITORIAL JURISDICTION AND ANTI-TRUST LAWS

1) Kingman Brewster Jr., Antitrust and American Business Abroad (1958) 46-50, 241-42. Friedman et al. International Law (West 1969) pp 477 L(Reserve)

A review of cases in which the U.S. tried to exercise extra-territorial jurisdiction over foreign corporations, for example, by demanding that the foreign company submit itself to visitatorial inquiry abroad by U.S. Government investigators. Among the cases reviewed are the famous "Philips" affairs, the alleged cartel of the major international oil companies in 1952, the complaint against the relations of American and Swiss watch manufacturers, the effort of the province of Ontario to protect members of the Canadian newsprint industry against documentary investigation connected with the U.S., and the British Nylon Spinners case.

2) British Nylon Spinners Ltd. v. Imperial Chemical Industries Ltd. Court of Appeal 1952 [1953] 1 Ch. 19, [1952] All E.R. 780, [1952] W.N. 469 L

The English court refused to enforce a U.S. decree which ordered an American corp. not to fulfil its contractual obligations to transfer a patent to a British Corp. The court ruled that the U.S. decree was an attempt to exercise extraterritorial jurisdiction.

3) Tulian O. Von Kalinowski, Multinational Business Beware: The Long Arm of the U.S. Antitrust Law May Reach You. 12(2) Loyola of L.A. Law Review 285-300 (1979) L.

This article deals with the impact of recent developments in the enforcement of U.S. antitrust law, and also deals with the developing co-operation between countries in the antitrust area with respect to multinational transactions.

4) U.S. v. First National City Bank, U.S. Court of Appeals, Second Circuit, 1968 396 F.2d 897 L.

C.J. Kaufman stated the issue in this case as follows: "The issue presented on this appeal is of considerable importance to American banks with branches or offices in foreign jurisdictions. We are called upon to decide whether a domestic bank may refuse to comply with a valid Grand Jury subpoena duces tecum requiring the production of documents in the possession of a foreign branch of the bank on the ground that compliance would subject it to civil liability under the law of the foreign state.

C. FINANCING

1) S. Lall, Financing and profit performance of MNCs in developing countries; some evidence from an Indian and Colombian sample. 4(9) World development 713-724 (Sept. 1976) D 839 W55 R

"Financial structure of a sample of 53 manufacturing firms in India and 56 in Colombia, 1968-69. Test whether financing patterns differ significantly between firms grouped according to the extent of foreign control and multinationality. Determination by means of variance analysis of the main influences on profit performance of the sample firms: positive effect of promotional expenditures, ambiguous effect of financial patterns." K.E.S. XXIV(6) 173

2) Sune Carlson, International Financial Decisions. North Holland pp. 147 1969 HD 69 I7 C36 R

The author analyses the risks and problems that a Swedish decision maker encounter when having to finance an international business. The main purpose of the book is to discuss the theory of international financial decisions. This theory applies as well to other countries. The author reviews various methods of international financing and provides a comparative case study of international business finance.

3) David K. Eithman, Multinational Business Finance. Addison-Wesley pp.397 (1973) HG 4011 E38 RBS

A textbook for officers and managers of multinational corporations specifying cash management.

4) J.S.G. Wilson and C.F. Scheffer (Editors), Multinational Enterprises - Financial and Monetary Aspects. A.W. Sijthoff pp. 241 (1974) HD 69 I 7 M913 R

A series of papers presented to the Colloquium held at University of Nottingham by the Société Universitaire Europienne de Recherches (SUERF) on various subjects relating to financial and monetary aspects of multinational enterprises. Areas dealt with include financial management of multinational corporations, multinational corporations and international financial markets, financial institutions and the grants of multinational corporations, and multinational corporations and national monetary and financial policies.

5) J.T. Wooster; G.R. Thoman, New financial priorities for MNC's 52(3) Harvard Business Review 58-68 (June 1974) HF 5001 H3 02 R L

"The impact of changes in the international monetary environment on operations and profits of multinational corporations. The international finance management function. Key skills required to manage this function. Future trends. Framework for pinpointing gaps in present J.T. practices." K.E.S. XXI(16) 961.

D. GENERAL MATERIAL

1) J.N. Behrman, Actors and Factors in Policy Decisions on Foreign Direct Investment. 2(8) World Development 1-13 (Aug. 1974) D 839 W55 R

"A framework for the analysis of the different interests of the actors involved in international direct investment. Actors are host government, local enterprises, international companies, parent governments, labor, international organizations. Decisions each of them has to make. Their respective decision criteria. Possibilities of reconciling criteria. Special problems such as joint ventures, extractive sector." K.E.S. XXII(02) 40

2) Jack N. Behrman, An Essay on Some Critical Aspects of the International Corporation. Economic Council of Canada pp. 38. 1970 HD 69 I7 B4 R

An economical analysis of international economic aspects and public policy issues that are related to the growth of the multinationals. Areas dealt with include: pricing competition, market allocation, taxation, balance of payment, technological transfers, planning, extraterritoriality and ownership. Finally the author deals with the future patterns of growth of multinationals.

3) C. Stoiber, Equality and Discrimination in International Economic Law (VII): The Multinational Enterprise. Yearbook of World Affairs, 31, 1977: 217-235 JX 21 Y4 R S(02)

"The effects of discriminatory and protectionist national policies on the development of Multinational Enterprises (MNEs) are discussed. Paradoxically, although current movements toward protection have been based on apprehension about MNEs, these organizations could become the primary beneficiaries of a return to economic nationalism. The vast economic power of MNEs will continue to enable them to avoid many of the worst effects of discriminatory national policies and to exploit inequalities in the laws of various countries. Only a comprehensive international system of regulation is likely to be effective in retarding the expansion of the MNEs." 27 I.P.S.A. 1256

4) Maurice Hahn, Functional Limits of Multinational Enterprises, 7 N.Y.U. Journal of International Law and Politics 475-492 No. 3 [Winter 1974]. L

This is an evaluation of the scope of activities of multinational enterprises in Western Europe and a review of legal and regulatory limitations which impede the development of the multinational enterprises.

The author presents three techniques that may be used to surmount the legal barriers which obstruct further development:

(a) The recognition of the existence of multinational enterprises. This will be achieved by recognizing the validity of intercorporate agreements.

(b) Harmonization of corporate laws in the EEC.

(c) The creation of a "European Company under the direct jurisdiction of the EEC."

These techniques face two obstacles:

(a) obstacles arising from legal doctrines or statutory requirements, e.g. the traditional corporate theory of shareholder rights, legislation encouraging labour participation in decision ruling and antitrust legislation.

(b) obstacles arising out of governmental policies and administrative practices, e.g. the regulation of foreign investments, the regulation of takeover bids, antitrust law enforcement, the administration of local financing facilities and tax exemptions, and the reservation of certain industries to nationals of a host country.

5) K. Kojima, Giant Multinational corporations: merits and defects. 18(2) Hitotsubashi Journal of Economics 1-16 (Feb. 1978). P.

"Real and pseudo economies of scale (pseudo such as utilisation of tax incentives, tax havens and other world market imperfections). Efficiency of multinationals corporation versus market integration by independent trading firms etc. The role of Japanese trading companies and tying together Japanese foreign investments, making Japanese industries multinationalised as a group. Suggestions for a

code of conduct for multinational corporations." K.E.S. XXV(24)1122

6) George W. Ball (Ed.), Global Companies, Prentice Hall pp. 179 (1975) HD 69 I7 G55 R

The book includes several articles that cover certain aspects of the multinational corporation phenomenon, such as: The multinational corporation and its management, relation between multinationals and home/host governments, the risk of investing in less developed countries, the political role of the multinationals, the need for international arrangements regarding multinations and the history of multinationals.

The main objective of the book is to seek a reconciliation between multinationals, needed for a more efficient utilization of resources, and the existing political order.

7) Richard Eells, Global Corporations, Interbook Inc. pp. 242 (1972) HD 69 I7 E34 R

The book covers some aspects of the multinational corporation. Phenomena such as defining what precisely is a multinational corporation, its behaviour and role in the international system, its policy and strategy, and the impact of external and internal conditions on its operations.

8) Robert B. Stabough, Jr., How to Analyze Foreign Investment Climates. 47 Harvard Business Review 100-108 (Sept.-Oct. 1969) L

The author presents four techniques for investigating the "investment climate" of a foreign country. Thus, he tries to simplify the decision-making of multinational corporations in this regard and provide them with better tools than mere intuition and inadequate information.

9) E. Hugh Roach, In Defence of Multinationals: The Myths, the Realities, and the Future. Canadian Institute of International Affairs pp. 33 HD 69 I7 R58 R

The author analyzes the advantages of foreign investments, and reviews the main charges against the multinationals. He also examines the various efforts to form a code of conduct for the multinationals.

10) Barbara C. Hewson, Influencing Multinational Corporations: The Infant Formula Marketing Controversy. 10(1) N.Y.U. Journal of International Law and Politics 125-170 (Spring 1977) L

This article examines the different methods and different bodies that may influence the marketing policy of a multinational corporation. The issue is reviewed by examining the controversy over infant formula marketing in developing countries. The main questions analyzed are: whether private negotiations or publicity effort may have any impact on the multinational policy, whether the shareholders of a U.S. based multinational can dictate its operations abroad, whether the U.S. through the Federal Trade Commission or by any other means can or should regulate the operations of its multinationals extraterritorially whether and in what way the host government or the U.N. can gain control over the multinationals' activity.

11) Robert Rowthorn, International Big Business 1957-1967 Cambridge pp. 112 (1971) HD 69 I7 R69 R

This book is divided into two parts: part one analyzes the growth between 1957 and 1967 of the largest 500 industrial firms in the capitalist world during 1957-67. Part two examines the relation between the growth of the firms and the growth of their national economies.

12) Huxley Madeheim (Ed.) International Business. Holt, Rinehart and Winston pp. 228 (1963) HD 69 I7 M3 R

This book contains various articles and essays relating to several aspects of international business. The articles and essays cover the following areas: Organization for international business; financing international operations; international marketing techniques; advertising and promotion; government and law.

13) M. Wilkinson; L.R. Klein; D. McClain; a/o International Business and Economic Forecasting 11(4) Columbia Journal of World Business 5-86 (Winter 1976) B

"Current state of arts of development and use of formal econometric models. L.R. Klein - Project Link. D. McClain - European economic forecasting: the state of art. M.K. Evans and J.F. Norris - International business and forecasting, W.C. Labys - International commodity markets, models and forecasts. M. Wilkinson - food and agricultural systems. R.D. Rippe - corporate forecasting and planning. A.J. Karchere - forecasting in international business. A. Zanoni-Pola - model forecasting at Swiss bank corporation. H.H. Stokes and H. Neuburger - Box-Jenkins approach." K.E.S. XXIV (18)524

14) Roy Blough, International Business: Environment and Adaptation. McGraw-Hill pp. 373 (1966) HD 69 I7 B55 R

The book examines the factors that make international business different from domestic business and how these factors make the process of decision-making in international business different from decision-making as to local investments and operations.

15) Howard F. Van Zandt (ed.), International Business Prospects 1977-1999 Bobbs-Merrill pp. 189 1978 HD 2755.5 1537 R

This book is based on seven lectures which attempt to predict the future in different areas of international business. The subjects covered are:

(1) "Prospects for improving human relations overseas".

(2) "An overview of Europe, the Middle East and Africa".

(3) "The choices before us: alternative world food balances to the year 2000".

(4) "An overview of East Asia and Oceana".

(5)"World energy needs 1977-1999".

(6) "International business in Latin America: an overview of the year 2000".

(7) "International tourism and travel".

16) Sane Carlson, International Business Research, Acta Universitatis Upsaliensis pp. 21 (1966) HD 69 I7 63 R

The author provides a general model of doing business internationally and of a multinational corporation.

17) R.E. Baldwin; T. Horst; C.F. Bergsten; a.o. International Interdependence: Implications for Policy. 66(2) American Economic Review 142-162 (May 1976) HB 1 E26 02 R S(04) B(05)

"Session topic at the Dec. 1975 A.E.A. annual meeting. R.E. Baldwin: Trade and employment effects in the United States of Multilaterial tariff reductions. (Note: with econometric estimates). T. Horst: American multinationals and the U.S. economy. (Note: trade, tax and anti trust issues). C.F. Bergsten and W.R. Cline: Increasing international economic interdependence: the implications for research. Discussion." K.E.S. XXIII (16) Y62

18) Don Wallace, Jr., International Regulation of Multinational Corporations. Praeger pp. 233 (1976) W188i L

The main concern of this book is a proposal for establishing an international organization that will regulate the activities of the multinationals according to international law and in an open world economy. Before analyzing this proposal in detail and examining its prospects for success, the author provides a background by reviewing proposals that have been made in this direction, and the relevant matters to be discussed if such an organization is to be established.

19) T.K. Morrison, International Subcontracting: Improved prospects in Manufactured Exports for Small and Very Poor LDC's. 4(4) World development 327-332 (Apr. 1976) D 839 W55 R

"Analysis of assembly and processing operations subcontracted from multinationals as a possible opportunity for developing countries to increase their manufactured exports. Factors in the growth of international subcontracting. Development effects." K.E.S. XXIII(23)697.

20) Patricia Marchak, In Whose Interests. McClelland and Stewart pp. 317 1979 HD 69 I7 M327 R

The author undertakes to prove that the multinationals don't operate for the benefit of society at large or of a particular society e.g. Canadian society, in mind. The author describes the development of the multinationals, their control of new technology and the utilization by them of national resources of foreign countries. All this is discussed in view of the Canadian experience. Analysis of the organizational structure of a multinational corporation is provided in which it is argued that even in a decentralized structure the control is still vested in the firm's headquarters. The book deals also with subjects related to labor management, ownership and control. The book is designed by its author "for Canadian students in undergraduate courses on organization theory, and industrial sociology".

21) W.S. Brown, Islands of Conscious Power: MNC's in the Theory of the Firm. 24(3) MSU Business Topics 37-45 (Summer 1976) HC 101 B 892 R

"Theory on the existence of multinational firms and foreign investments. Conditions for the appearance of multinational firms. Explanation of the structural origin and limits of the firm. Role of transaction costs. Direct investment versus license. Connection of oligopoly with investment behavior. Differented oligopoly." K.E.S. XXIV(9)270

22) Virgil Salera, Multinational Business. Houghton Mifflin, pp. 460 (1969) HD 69 I7 S24 RBS

The policies of home and host countries in international trade, international finance and management of multinationals.

23) Louis Turner, Multinational Companies and the Third World. Allen Lane, pp. 256 (1973) HD 69 I7 T85 RBS

Historical analysis of foreign investment in the Third World and the balance of power between nation-states and multinational corporations.

24) Dr. N.S. Gupta, Multinational Corporations. Pragati pp. 122 (1978) HD 69 I7 G87 R

The author deals with the economic and social implications of multinational corporations, their impact on employment and the problem of transfer of technology. The author examines also the impact of licensing agreements, of cartel practices in developed countries, and of the operations of MN's in less developed countries, on the economy of the latter. Finally, he sets forth methods for regulating, supervising and controlling operations of MN's in the third world.

25) M.R. Rooney, Multinational Corporations, 20 The Catholic Lawyer 226-231 (Summer 1974) L

The author expresses the opinion that the evolution of multinational corporations was made possible in part by legal decisions of the U.S. Supreme Court (e.g., the broad interpretation of the "Treaty-Making Power" provision of the U.S. constitution, and the fiction of elevating corporate status to that of the natural person. The author also discusses the ethical danger and philosophical problems arising out of the rapid growth of multinational corporations.

26) Nasrollah S. Fatemi and Gail W. Williams, Multinational Corporations, A.S. Barnes & Co. pp. 290 (1975) HD 69 I7 F33 R

In view of the increasing export of American capital, the authors analyze charges against the operations of U.S. multinationals, in such areas as impact on employment, transfer of technology, impact on the U.S. balance of payments, impact on national sovereignty and on tax policy. Finally, the authors examine possible solutions to these problems.

27) Theodore H. Moran, Multinational Corporations and the Political Economy of the U.S. - European Relations. Journal of International Affairs 30(1), Spring - Summer 76:65-79 JX 1 J6 R

"How do the operations of multinational corporations affect the structure of relations between the U.S.A. and Europe? One aspect of this question - the implications of the American "challenge" for

European autonomy - has been explored. A second aspect - the European response - has not. The objective of this essay is to focus on the political economy of the European response: to what extent are European efforts to build an industrial and technological base, in some sense independent of U.S. influence, likely to buy a good foundation for "devolution" in transatlantic affairs?" 28 I.P.S.A. 1378

28) Sperry Lea & Simon Webly, Multinational Corporations in Developed Countries: A Review of Recent Research and Policy Thinking. British-North American Committee pp. 77 (1973) HD 69 I7 L4

A review of problems relating to the activity of multinationals in developing countries and of research concerning the multinationals in the U.S., Canada, the U.K. and Europe.

29) Naomi Black, Multinationals: The World's First Citizens in Worst Sense. International Perspective (Nov.-Dec. 1973) 33-37 L

The author analyzes the thesis that the multinationals are the new weapon used by the nation-state to gain power in an era in which military threats are no longer means to achieve this goal. She concludes that the multinationals feel loyalty only to themselves despite the fact that each of them has a national label.

The multinational corporations are non-nationals that do not act for nations and that play off nations against each other for the purpose of profit. The response to the multinationals' threat, she suggests, is not one of co-operation between nations, since this is not effective, but one of internal policy aimed at achieving national cohesion.

30) M.G. Harvey; R.A. Kerin, Multinational Corporations Versus Organized Labor: Divergent Views on Domestic Unemployment 18(3) California Management Review 5-13 (Spring 1976) B

"Impact of the foreign operations of U.S.-based multinationals on domestic employment, on imports and exports, on the domestic economy through direct foreign investment, and on worldwide distribution of technology. Much of the protest of organized labor is without foundation." K.E.S. XXIV(01)26

31) R. Vernon; M.J. Kami; R.H. Kilman; a.o. Organization Design for MNC's 11(2) Columbia Journal of World Business 7-137 (Summer 1976) B

"12 articles on specific problems and prescriptions. Relationship with national governments. Co-determination laws. Planning process. Linking strategy to structure. Organizational designs. Difficulties in creating a global organization. Job design ternational transfer of managers. Comparison of organization development in Japan and the USA. Organization development solutions developed by using an organizational framework. (Other contributors: D. Whitsett, N. Tichy a.o.)." K.E.S. XXIV(8)237.

32) I.H. Giddy, The Demise of the Product Cycle Model in International Business Theory. 13(1) Columbia Journal of World Business 90-97 (Spring 1978) B

"Arguments for replacing the product cycle model in the theory of how and why firms expand abroad by a more general theory of how large oligopolistic firms create and exploit barriers to entry and how multinationals respond when these barriers become eroded by forces of competition."

33) R. Hal Mason; Robert R. Miller; Dale R. Weigel, The Economics of International Business. John Wiley pp. 444 (1975) HD 69 I7 M36 R

This book is an economic analysis of the multinational corporation phenomenon. Using economic theories, the authors examine the international economic environment, the operations of the multinationals in this environment, and their relations with host countries.

34) Ishikawa, Hirotomoto, The Hidden Hand - Multinational Corporations. Japan Quarterly 23(3), July-Sept. 76: 247-254 DS 801 J274 R

"The bribery involved in the activities at the Lockheed Corporation has exposed to the light of day the true character of such American multinational corporations and nas directly demonstrated what can happen when a military

production complex in the aerospace field expands into a multinational operation. Because of their smaller scale and secondary position in relation to the advanced technologies of the computer and aerospace industries, Japanese variants of the multinational corporation are basically subordinate to American interests. Until now, multinational corporations have been studied as objects of interest simply from the point of management control or strategy on a worldwide scale, but the Lockheed scandal has demonstrated the need to review their activities from the points of view of international relations and politico-economic theory." 27 I.P.S.A. 605

35) P.J. Buckley; J.H. Dunning, R.D. Pearce, The Influence of Firm Size, Industry, Nationality, and Degree of Multinationality on the Growth and Profitability of the World's Largest Firms, 1962-1972. 114(2) Weltwirtschaftliches Archiv 243-257 (1978) P

"Data: sales, assets and profits of largest US and non-US firms, as published on lists in Fortune, 1962, 67 and 72. Development and test of an econometric model." K.E.S. XXVI(01)30.

36) Edith T. Penrose, The Large International Firm in Developing Countries. The International Petroleum Industry. Greenwood pp. 311 (1968) P4171 L

The author deals with the economics of the multinational corporation, but focuses on the oil industry. A general background in the history of the oil industry and of the major oil companies is provided. The control of supply, the problem of transfer pricing, and the influence of the oil companies operations on the national economy of developing countries (with a special emphasis on Latin America) are analyzed.

37) R. Meadow; G.T. West; D. Haendel, The Measurement of Political Risk and Foreign Investment Strategy: A Conference Report. 19(2) Orbis 675-685 (Sum. 1975) D 839 068 R

"Political risks faced by multinational corporations, defined as the probability of occurrences of political events that change the prospects for the profitability of an investment are becoming

increasingly important to business decision-makers. Currently, political risks are ignored or treated superficially rather than considered analytically. In an effort to increase the business community's awareness of the tools of political analysis, a conference was sponsored by the Foreign Policy Research Institute. Conference topics included the analysis of political information contingency planning, corporate strategies and political forecasting as well as special regional programs on Africa, Asia, and Latin America. The issues and techniques discussed at the conference are presented as a means of expanding the awareness of the political risk phenomenon." 26 I.P.S.A. 604

38) E.J. Kalde, The Multinational Company. Lexington pp. 266 1974
HD 69 I7 K65 RBS

The author chooses an interdisciplinary approach to the subject. Hence the book is a very comprehensive and thorough analysis of all the major aspects of the multinational corporation.

39) Richard A. Jackson (Ed.) The Multinational Corporation and Social Policy. Praeger pp. 113 (1974) M962csp L

This book contains material that was presented and discussed during a consultation on "corporate responsibility and the multinational corporation" conducted by the Council on Religion and International Affairs. The book covers certain aspects related to social problems arising out of the multinationals' phenomenon and operations. The book contains four discussions about the executive management and the process of decision-making. This discussion highlights the question of the degree in which the executive manager can shape and determine the behaviour of the corporation. Another subject discussed is whether it is possible to monitor and assess the "social performance" of the corporation. The third part of the book focuses on the question whether social aspects should be taken into consideration in decisions concerning the corporate structure and organization. Finally, a case study is provided. This study focuses on a social issue that derived from G.M.'s operations in South Africa.

40) Michael Z. Brooke; H. Lee Remmers (Editors), The Multinational Company in Europe. Longman pp. 194 (1972) HD 69 I7 B752 RBS

This book was written by a group of scholars interested in multinationals and covers most of the major aspects of this area. Special emphasis is given to European multinationals.

41) Brian D. Forrow, The Multinational Corporation in the Enlarged European Community. 37 Law and Contemporary Problems 300-317 (Spring 1972) L

The article begins by reviewing several attempts to define the term "Multinational Corporation". The second chapter deals with the impact of the U.S. multinationals on the unemployment rate in the U.S. and on the increased competition of imports there. The third chapter deals with the effects of the Enlarged European Community on American business and on American lawyers. Generally speaking the author is of the opinion that the establishment of the Enlarged European Community has not introduced any substantial changes into the American-European relations. However, he predicts increasing Europeanization of American multinationals and economically a very strong challenging European community. He concludes that open and free trade is the only way to secure the world's prosperity in general, and the American's in particular. Therefore, even the labour leaders who are fighting against the "export of jobs" by the multinationals, have to understand that, in the long run, they as well will benefit from the multinationals' activities.

42) Sidney E. Ralfe; Walter Damm (Editors) The Multinational Corporation in the World Economy. Praeger pp. 169 (1970) HD 69 I7 M9 R L (M961CWe)

This book includes several articles which were originally submitted as papers to the conference on "Direct Investment in the Atlantic Area" that was held in May 1969 in Washington, D.C. The articles deal with subjects related to foreign direct investment. Two articles cover the legal and economic aspects of European direct investment in the U.S. There is also an article on "U.S. direct investment in Europe" and an article on "U.S. antitrust policy and direct foreign investment". Of particular interest for the Canadian student is the article on "Foreign direct investment in Canada".

43) Isaiah A. Litvak & Christopher J. Maule, The Multinational Corporation Some Economic and Political-Legal Implications 5 Journal of World Trade Law 631-643 (1971) L

Description of the stages of evolution from a domestic enterprise into a multinational enterprise. The article reviews the problem presented by the multinational enterprise to the host countries, especially in the legal-political, economic and employment fields. These problems are analyzed with reference to the degree of multi-nationality that the enterprise achieved. Finally, solutions are offered. In the authors' opinion the best solution to the problem of extraterritorial jurisdiction exercised by the parent country through its multinationals (a problem categorized as "political-legal") is the uniting pressure on the parent countries.

44) Abdul A. Said and Luiz R. Simmons (Editors) The New Sovereigns. Prentice-Hall pp. 186 1975 HD 69 I7 523 1975 R

This book contains several articles which deal with diverse aspects of the phenomenon of the multinational corporation such as: its history and nature; the conflict between the multinationals and nation states; and the various consequences of this conflict; the impact of the multinationals on the international system etc.

45) S. Lall, The Pattern of Intra-firm Export by U.S. Multinationals 40(3) Oxford Bulletin of Economics and Statistics 209-222 (Aug. 1978) P

"Differences in pattern of exports from parent MNCs to affiliates abroad by US manufacturing firms in 1970. Determinants of intra-firm export behaviour. Ordinary least squares linear regression to explain intra-firm exports." K.E.S. XXVI(7)263

46) Robert Gilpin, The Political Economy of the Multinational Corporation: Three Contrasting Perspectives. 70(1) American Political Science Review 184-191 (March 1976). JA 1 A6 R

"A propos three recent books by K. Levitt, J. Bhagwati and R. Vernon. As American foreign investment is increasingly forced to serve the interests of other nation-states, one will witness a reassessment of American public and official attitudes about the multinational corporation's usefulness to the US. As Americans become more concerned over high unemployment, inflation, industry, there will be increased pressures to restrict the outflow of American capital and technology. The issue of the multinational corporation will become increasingly politicized both domestically and internationally." 26 I.P.S.A. 791.

47) Y. Hadary, The Structure of The Private Multinational Enterprise. 71 Michigan Law Review 731-806 (1972-3) L

This article provides a general description of the structure and nature of the multinational corporation. The historical and modern economic backgrounds given by the author are very useful in understanding the following chapter on organizational and control structure. The first three chapters (following the short introduction) afford a better understanding of all aspects of our subject matter. Chapters IV to VI are more technically legal and deal with various legal problems encountered by multinational corporations and related bodies. The legal problems and solutions are examined on the basis of comparative law. Parts of the article are illustrated by real cases.

48) G.K. Hellinger, Transnational Enterprises and the New Political Economy of U.S. Trade Policy. 29(1) Oxford Economic Papers 15-116 (March 1977) HB 1 077 R

"Exploration of some of the roots of recent (early 1970s) U.S. commercial policies; consideration of the implications of the rise of the U.S.-based multinational for them. Structure of trade barriers in the U.S. Transnational enterprises and U.S. trade policy. Labour and U.S. trade policy. New political economy of U.S. trade policy." K.E.S. XXV(2)78

49) Robert B. Stabough, Jr., Where in the World Should We Put That Plant? 47 Harvard Business Review 129-136 (Jan. - Feb. 1969) L

The author reviews various factors that should have impact on the decision where to locate a foreign manufacturing unit. Some of the considerations are with regard to the product to be manufactured and part as to the alternative host countries. The author provides the manager with tools that enable him to choose among many alternatives those few that have a better chance to result in a successful operation.

50] J. Kitching, Winning and Losing with European Acquisitions
52(2) Harvard Business Review 124-136 (March/Apr. 1974)
HF 5001 H3 02 R L

"For the multinational corporation seeking to introduce or extend its operations in Europe, acquisitions can produce quick results. On the other hand, they are risky. Practical guidelines derived from acquisition experiences of 95 U.S. and European corporations. The country and industry chosen. The kind of diversification attempted. The purchase method used." K.E.S. XX1(13)891

51] 22nd Congress of the International Chamber of Commerce, World Economic Growth, The Role, Rights and Responsibilities of the International Corporation. ICC pp. 32 1969
HD 69 I7 I54 1969S R

This brochure contains part of the speeches and reports made at the Istanbul Congress on International Corporations. Some of the particular subjects dealt with were "The Social and Human Role of Multinational Companies", "Law and the International Corporation", "Finances of the International Corporation", "Organization and Operation of International Companies", "Transfer of Technology", and "The Developing Countries and the International Corporation".

E. HOME/HOST COUNTRIES - MULTINATIONALS' RELATIONS

1) W. Kartle, Are New Instruments Needed for Government Control of the Decision-Making Process in Multinational Firms? 14(2) German Economic Review 93-101 (1976) HB 5 G47 R

"Economic policy problems of more stringent control of multinational firms. German experience of government control by means of tax law and cartel law. European cartel law; OECD efforts and supranational activities of other international organizations. The reality of new instruments for control. Control by trade unions. The conduct of developing countries with respect to multinational firms." K.E.S. XXIV(8)237

2) Bernard Bonin, Attractions Mingled with Fear at the Advent of the Multinationals. International Perspective (Nov. - Dec. 1973) p. 37-42.

This is an analysis of the reason for the ambivalent attitude of a government to a foreign firm.

This ambivalent attitude derives from the existence of areas of harmony and of tension between multinational enterprises and host countries. The author provides a list of these areas, and examines the policies taken by host countries when reacting to direct foreign investment. The reaction of the Canadian government, as presented by Bill C-132, falls within the first class mentioned by the author, namely "the setting up of a selection process for foreign investment, or, in more general terms, the imposition of restrictions on foreign firms". Finally, the advantages and disadvantages of the policy are examined.

3) J.F. Truitt; R.G. Hawkins; B. Finn, a.o. Boundaries and Big Business. The Regulation of Multinational Corporations. 6(4) Journal of Contemporary Business 1-182 (Autumn 1977) HF 1 J63 B

"Contributions on control and regulation of multinational corporations. J.F. Truitt: Regulation of multinational corporations: an introduction. R.G. Hawkins. B. Finn: Regulation of multinational

firm's foreign activities: home country policies and concerns. C.J. McMillan: The regulation of foreign investment in Canada: experience and prospects. (Data 1974-1975). S.H. Robock: Controlling multinational enterprises: the Brazilian experience. (Data 1947-1976). G. Modelski: The United Nations and regulation of transnational corporations. J.S. Arpan: Regulations of foreign direct investment in the United States: quo vasit, quo vadit? T.H. Moran: Multinational corporations and the changing structure of industries supplying industrial commodities. D.F. Vagts: Extraterritoriality: The general theory R.W. Moxon, Tagi Sagafi-nejad: Technology transfer and the transnational enterprise: the outlook for regulation. J. Basche: Questionable payments and regulation of multinational corporations." K.E.S. XXV(22)1035

4] Mary E. Fabre, Bribery and the Multinationals in Latin America: Only the Tip of the Iceberg. 10 Lawyer of the Americas 371-383 (Summer - Fall 1978) L

The author describes the practice of "questionable payments" made by multinationals. She analyzes the new role played on the international scene by the multinationals and the inadequate measures taken by the developing countries through their legal framework to cope with this new phenomenon. The impact of the multinationals on the host countries' social, political and economic sectors are examined with a special emphasis on Latin America countries.

5] Jack N. Behrman, Conflicting Constrains on the Multinational Enterprise: Potential for Resolution Council of the Americas and Fund for Multinational Management Education pp. 109 1974 HD 69 I7 B395

A study of restrictive regulations and incentives in the U.S. with respect to its multinationals, and of the effect of the above on their process of decision-making. The conflict with regulations in host countries is also examined as is the possibility of exercising international control over multinationals e.g. by using "international codes of behaviour".

6] OECD, Draft Convention on the Protection of Foreign Property. OECD pp. 56 (1962) 068 ECDd L

This is a draft convention prepared by the OECD and it contains notes and comments on part of the following 14 articles: (1) Treatment of Foreign Property (2) Observance of Undertakings (3) Taking of Property (4) Recommendation on Transfers (5) Breaches of the Convention (6) Derogations (7) Disputes (8) Other International Agreements (9) Definitions (10) Ratification (11) Territorial Application (12) Coming Into Force (13) Termination (14) Signature and Accession. (There are no notes or comments on articles 8, 10, 11 and 13, and article 14 has not been drafted yet). There is also an annex dealing with the statute of the Arbitral Tribunal to which there is a reference in article 7.

7) S.W. Kohlhagen, Host Country Policies and MNC's - The Pattern of Foreign Investment in Southeast Asia. 12(1) Columbia Journal of World Business 49-58 (spring 1977) B

"Direct investments and resulting flow in ASEAN countries: Indonesia. Malaysia. Philippines. Singapore. Thailand. Policies toward foreign investment. Consequence of host country policies for performance and practices of multinationals." K.E.S. XXV(2)77

8) Jack N. Behrman, J.J. Boddewin, Ashok Kapoor. International Business - Government Communications. Lexington pp. 205 1975
HD 69 I7 B416 R

A review and analysis of the means of communication between host countries, manufacturing U.S. corporations, and the U.S. government. The study indicates that inadequate measures of dialogue exist among the main actors in the international business world and suggests the appropriate approaches to the problem that ought to be taken by the multinationals and the U.S. government.

9) Ashok Kapoor, International Business Negotiations. A Study in India. N.Y.U. Press, London University Press pp. 361 1970
HD 69 I7 K29 R

This book is a review of the history of negotiations between the Indian government and the multinationals. It highlights the economic, political, and cultural aspects of the subjects and provides the reader with a better understanding of the difficulties

involved in the process of negotiating international transactions. The case study explains why so much tension surrounds this kind of negotiation.

10) James C. Scanlon, Materiality as it Relates to Questionable and Illegal Foreign Payments to Officials. 10 Lincoln Law Review 85-105 (1977] L

The author deals with the problem of "questionable payments" made by multinationals to foreign government officials. He reviews the efforts that have been made to prevent this practice and analyzes the question of, in what circumstances and to what extent this practice is "material" enough to require full disclosure to the shareholders. Finally, he raises the issue of whether the multinationals can be prevented at all from engaging in illegal activities.

11) Peter P. Gabriel, MNC's in the Third World: Is Conflict Unavoidable? 50 Harvard Business Review 93-102 (July - August 1972) L

This article deals with the increasing confrontation between host countries (usually less developed countries) and foreign investors and the reason for this phenomena. The author offers arrangements "based on mutual accommodation".

12) S. Young; N. Hood. Multinational and Host Governments: Lessons from the Case of Chrysler U.K. 12(2) Columbia Journal of World Business 97-106 (Summer 1977) B

"The Chrysler UK/UK government conflict and its implications which have particular relevance to the relationship between governments and transnational companies. History of and reasons for the conflict. Circumstances and implications of the rescue of Chrysler U.K. Effect of divergence of corporation/UK government objectives on Chrysler operations, 1964-post 1975." K.E.S. XXV(5)215

13] K. Griffin, Multinational Corporations and Basic Needs Development. 8(1] Development and Change 61-76 (Jan. 1977]
HD 82 D387 R

"Multinationals as instruments for supplying the basic needs of the poor or a vehicle for monopolistic exploitation. Multinationals as black boxes. Interaction with the environment: Nestle, ITT. Roles of the multinationals. Bargaining position. Basic needs strategy."

14] G. Massiah, Multinational Corporations and a Strategy for National Independence. African Review 5(4], 1975: 391-428 JA 26 A48
R

"The intention here is not to launch into on exhaustive treatment of the phenomenon of multinational corporations, but to draw the lessons which in the present state of research could serve to provide a definition of a strategy for national independence from the standpoint of relations with multinational corporations. Thus, the first part relates to the specificity and the development of the multinational phenomenon; there is an attempt to define the characteristics of the multinational corporations and to analyze their behaviour. The second part is devoted to ascertaining the role of multinational corporations within the framework of imperialist strategies and the resulting consequences, particularly from the standpoint of the existing contradictions within the class alliances. An analysis of the multinational phenomenon on the one hand, and the place it occupies within the imperialist strategies on the other, make it possible to define the guidelines for studying the strategy of a given corporation in a given country. A third part inquires into the meaning and some of the characteristics of a strategy for national independence and the implications of such a strategy in relation to multinational corporations". 27 I.P.S.A. 1413

15) Michael Hodges, Multinational Corporations and National Governments. Lexington Books, Saxon House (U.K.) pp. 307 1974 HD 69 I7 H58
B L (Missing)

The policies of the British government in dealing with and controlling the motor and computer multinationals.

16] Theodore H. Moran, Multinational Corporations and the Politics of Dependence. Princeton University pp. 286 (1974)
HD 69 I7 M59 1975 R S

A survey of the role played by multinational corporations in the copper industry in Chile. The problem of becoming a "Dependencia", i.e. serving as captive producer for large North American corporations and receiving a price decided upon by such corporations and the measures taken to solve such problems.

17] Raymond Vernon, Multinational Enterprise and National Security. Adelphy Papers #74, Institute for Strategic Studies (1971)
HD 69 I7 V45 R S

The impact of the activity of multinationals on national security.

18] Michael Clapham, Multinational Enterprises and Nation States. University of London pp. 29 (1975] HD 69 I7 C56 R

This is a printed lecture. After defining the multinational corporation, the author reviews areas of conflict between the multinational corporation and the nation state such as ownership and control, financial flows and the balance of payments transfer of technology, employment and labor, consumer protection, competition and market structure, transfer pricing, taxation, information, disclosure and evaluation.

19] I. Seidl-Hohenveldern, Multinational Enterprises and the International Law of the Future. 29 Year Book of World Affairs 301-312 1975 JX 21 Y4 R

"Present protection of and against multinationals is inadequate. The waiver of the doubtful chance of diplomatic protection by their nominal seat states should be counterbalanced by granting them access to a UN panel, which in turn could obtain an ICJ Advisory Opinion. Any state by admitting multinationals accepts the risk of their working methods. Such risks can be reduced only in part by codes of

good behaviour. Some of these code rules are contradictory. Host state minority participation in multinational management is no panacea. The best way to ensure mutual understanding is to spell out as clearly as possible the terms of admittance and submitting any disputes to arbitration. An alternative sanction could be the withdrawal of the projected privileged status of a "UN corporation". The flow of information on taxes and prices should be improved. Antitrust laws should be enforced extraterritorially. Multinational collective bargaining should be encouraged. States should agree on compromise formulas concerning their taxing powers on multinationals. Duly controlled, multinationals are beneficial". 26 I.P.S.A. 1308

20) Carlos Fliger, Multinational Public Enterprises. Washington, International Bank for Reconprises pp. 136 (1967)
HD 3850 F55 R

An analysis of public multinationals. The various problems concerning their relations with government.

21) P.F. Drucker; C.F. Bergsten; J.S. Nye Jr. Multinationals. 53(1) Foreign Affairs 121-175 (Oct. 1974) D 410 F6 R

"P.F. Drucker: Multinationals and developing countries: Myths and realities. Examination of some false but generally accepted assumptions about multinationals and developing countries. C.F. Bergsten: Coming investment wars? Examination of the effort of most countries to negotiate maximum benefits and minimum costs from foreign investors. J.S. Nye Jr.: Multinational corporations in world politics. Various roles of multinational corporations in the day-to-day processes of world politics and their long-term effects on its structure." K.E.S. XXII(02)

22) Richard D. Robinson, National Control of Foreign Business Entry A Survey of Fifteen Countries. Praeger pp. 508 (1976) R 663n L
HD 2755.5 .
R625

This book deals, in detail, with the control systems and the requirements imposed by particular countries on foreign investment. Some of these countries are examined as host countries and some also as home countries. Each chapter of the book deals with one country or

one group of countries. It describes the particular system and evaluates it. The systems reviewed are those of Indonesia, Malaysia, Thailand, Burma, The Philippines, Mexico, Brazil, The Andean Group (Bolivia, Chile, Colombia, Ecuador, Peru, Venezuela), Sweden, and Japan.

23) Ashok Kapoor, Planning for International Business Negotiation Ballinger, pp 355 (1975) HD 69 57 k295 R

The author focuses on the problems encountered by the multinationals when negotiating with developing host governments. The book includes several case studies.

24) A.E. Safarian, Policy on Multinational Enterprises in Developed Countries. 11(4) Canadian Journal of Economics 641-655 (Nov. 1978) P

"Types of national policy adopted toward multinationals, consequences for state and enterprise. Conditions of entry to the country. Lack of consistency in national regulations". K.E.S. XXVI(11)502

25) R.S. Bhatt, Problems of Transnational Corporations. India Quarterly 34(1) Jan.-March 78: 1-16 P

"While foreign investment brings improved technology, new products and marketing methods, at the same time its costs cannot be ignored. Among capital exporting countries there are fears about confiscation, repudiation and profit-restricting legislation. These attitudes are largely conditioned by historical antecedents and are influenced by the pattern of bilateral relationship between the concerned countries. It is by assuming an attitude of co-operation that both the transnational corporations and the host countries can enjoy the benefits of capital transfer in "way consistent with the preservation of national sovereignty and mutual interests". 29 I.P.S.A. 977

26) Roberto Danino, Regulating the Multinational: A Note on the Divestment Myth. 10 Lawyer of the Americas 385-390 (Summer Fall 1978) L

The author analyzes one of the devices most frequently used by host countries in order to control the multinationals. This is the requirement of sharing the ownership of the local subsidiary with local investors by allocating to them a certain amount of shares. The Andean experience is presented and the author contends that obligatory divestment is an insufficient method for controlling the multinationals since the capital is no longer the sole method of controlling the corporation. This is because the technology and similar assets that are at the multinationals' disposal provide a better method of control. Finally, the prospect for an international response to the multinational corporation phenomenon is examined.

27) Stephen A. Linde, Regulation of Transfer Pricing in Multinational Corporations: An International Perspective 10(1) N.Y.U. Journal of International Law and Politics 67-123 (Spring 1977) L

This article examines the practice of transfer pricing used by the multinationals to avoid tax consequences of profits made in certain countries. The various existing methods of controlling this practice are reviewed. The article also discusses other possible means of control and the efforts made on the international level to prevent, through bilateral tax treaties and regulations decided upon by international organizations, the damage caused by this practice to hostcountries. Finally, the author provides guidelines for potential regulations in this field.

28) R. Vernon, Storm Over the Multinationals: Problems and Prospects. Foreign Affairs 55(2), Jan. 77: 243-262 D 410 F6 R

"The world today is awash with actions and proposals that would restrain the multinational enterprise and would alter its relations to nation-states. The roots of the tensions between the enterprises and the states perhaps have been the revolutionary shrinkage in international space over the past two decades, brought on by the introduction of new modes of international communications. The challenge of framing an acceptable international regime for the multinational enterprise is more formidable in many ways than the challenge posed by tariff wars and devaluations." 27 I.P.S.A. 1091

29) Jamie Alvarez Saberanis, The Changing Legal Climate for Multinational Investments in Developing Countries. 10 Laywer of the Americas 365-370 (Summer-Fall 1978) L

The author describes the need for a new legal framework to control the multinationals' operations. Modifications in existing law suggested by developing countries are presented. Finally the problem of transfer of technology is discussed with special emphasis on Mexican Law.

30] Yitzhak Hadari, The Choice of National Law Applicable to the Multinational Enterprise and the Nationality of Such Enterprises. [1974] Duke Law Journal 1-57 L

The author reviews the rules of conflict of laws as applied to corporations both in the European and in the Anglo American legal systems. He analyzes the different sets of regulations adopted by nation states for dealing with multinationals and points out how the inconsistency in these sets, leads to uncertainty in policy-making for the multinationals. Hence the author provides courts and legislatures with the appropriate tools to solve the problems of the applicable laws and of the nationalities of multinationals. The author is of the opinion that problems involving multinationals and nation states can be solved only by unilateral action until an international solution will emerge. Meanwhile, he urges the nation states to make use of the guidelines provided by him so that business certainty will be achieved.

31] Hugh Stephenson, The Coming Clash. Weidenfeld and Nicolson pp. 189 (1972) HD 69 I7 S73 R

The author focuses on the conflict between the operations of multinational corporations and nation states. He concentrates on questions of substance e.g. actual operations and potential operations of the multinationals and is less concerned with questions of structure and organization.

32) David C. Gustman, The Foreign Corrupt Practices Act of 1977: a Transnational Analysis 13(2) The Journal of International Law and Economics 307-401 (1979).

This article focuses on the author's review of the legislative history of the act, and then presents five factual situations with an analysis of these hypothetical transactions.

3] Timothy Atkeson, The Foreign Corrupt Practices Act of 1977: An International Application of SEC's Corporate Governance Reforms 12 International Lawyer 703-720 (Fall 1978) L

The author reviews in detail certain provisions of The Foreign Corrupt Practices Act of 1977. He argues that this enactment has not yet received appropriate and adequate response abroad. Moreover, in view of the fact that U.S. multinationals have not been the leaders in the practice of "questionable payments" it is remarkable that the U.S. was the first, and in fact, the only country to take such extensive measures against its own enterprises.

34) Kapoor, Ashok and Grub, Phillip P. (eds.) The Multinational Enterprise in Transition. Darwin Press pp. 505 (1972) HF 140B K36 B S

Discussion about all the major subjects relating to multinationals e.g. host/home country-multinationals relations, marketing and finance.

35) Thomas W. Walde Revision of Transnational Agreements: Contractual Flexibility in Natural Resources Development. 10 Lawyer of the America's 265-299 (Summer - Fall 1978)

The author reviews the issue of revision and renegotiation of existing contracts between multinationals and host countries demanded by the latter. The legal problems arising from this practice are analyzed and actual cases are examined. Comprehensive analysis of actual cases of revision is provided.

36) S. Lall, Transnationals, Domestic Enterprises, and Industrial Structure in host LDC's: A Survey. 30(2) Oxford Economic Papers 217-248 (July 1978) P

"Literature review on relationships between transnational corporations (TNC) in manufacturing sector and domestic enterprises in developing countries. Effects of TNC on host economics. Direct linkages of import substituting and export-oriented TNC's. Effects on industrial structure, conduct and performance, literature by country. (Bibliogr. 7 p.)." K.E.S. XXV(4) 137

F. JOINT VENTURES

1] J.C. Sachdev, Dilution of Ownership in Multinational Concerns. 10(5] Long Range Planning 33-39 (Oct. 1977) HC 10 L75 R

"Study on 628 cases of voluntary or involuntary dilution in British multinationals, foreign subsidiaries. 1968-1974. Ownership strategy. Degree of dilution and dilution rate. Geographical spread of dilution." K.E.S. XXV(9)402

2] Wolfgang G. Friedman & Jean-Pierre Beguin, Joint International Business Ventures In Developing Countries. Columbia University pp. 448 (1971) HD 69 I7 F72 R

A case study of various international joint ventures including those between private partners and those wherein the host government is a partner. The study covers different types of business activities from consumer goods production to ore extraction and deals with the main developed and less developed countries (S.A. Friedman & Kalmanoff, Joint International Business Ventures).

3] Wolfgang G. Friedmann & George Kalmanoff, Joint International Business Ventures. Columbia University pp. 538 1961 HD 69 I7 F7 R L

The book has two main parts: The first part is an analysis of the types, problems and prospects of the joint ventures entered into by an investor from a developed country and a partner from the host less developed country. The second part reviews a number of cases of this form of investing in foreign countries. (S.A. Friedman de Beguin, Joint International Business Ventures In Developing Countries).

4] Peter A. Donoven, Joint Ventures. 43 Anti-trust Law Journal 563-570 (1974) L

Some U.S. Anti-trust Law aspects of joint ventures. The article deals with two types of joint ventures. First, the combination of a

U.S. and a foreign corporation for the purpose of manufacturing abroad in a market that has already been tapped by U.S. corporations. The second type of joint ventures dealt with are those of U.S. and foreign corporations which establish a new enterprise in the U.S. for the purpose of manufacturing and marketing there. The article is built basically by way of case reviews.

5) Lawrence G. Franco, Joint Venture Survival in Multinational Corporations. Praeger pp. 210 (1971) HD 69 I7 F68 1971 R

A study of joint ventures in which a U.S. corporation owns 5-90 percent of the shares. The study examines only joint ventures in host countries that have not yet enacted a compulsory requirement for local participation. The study analyzes the attitude of multinationals toward the idea of joint ventures with local partners in different stages of the development of the foreign enterprise.

6) J.M. Stopford; K.O. Haberich, Ownership and Control of Foreign Operations. 3(4) Journal of General Management 3-20 (Summer 1976) B

"Predictability of future responses to legislation on foreign corporate ownership, in order to assess the likely impact of legislation on the economy. Policies favouring joint ventures or absolute control. Countries insisting upon joint ventures. Past practices of large UK based manufacturing multinationals 1970-1974." K.E.S. XXIV(9) 270

G. LABOR

1) Duane Kujawa (Edt) American Labor and the Multinational Corporation Praeger pp. 285 (1973) HD 69 I7 K84

The book's main concern is the relations between American labor and the U.S. multinationals. In this respect it presents both views: the so-called "prolabor" view and its opponent from the business world. The book includes also several chapters on the effect of multinationals on industrial relations.

2) Robert B. Stolbaugh, How Investment Abroad Creates Jobs at Home. 50 Harvard Business Review 118-125 (Sept. - Oct. 1972). L

This is a response to the contention that U.S. multinationals' activity abroad contributes to increase the rate of unemployment in the U.S. The author undertakes to prove that this activity helps to create more jobs in the U.S. and improves the U.S. balance of payments. Moreover, this activity abroad serves as a means of defence against the risk of losing market areas already held by U.S. corporations

3) H.V. Perimutter; D.A. Heenan, How Multinational Should Your Top Managers Be? 52(6) Harvard Business Review 121-132 (Nov./Dec. 1974) HF 5001 H3 02 R L

"Current attitudes of multinational executives faced with critical personnel decisions like whom to appoint to a key foreign post. Most multinationals do not have but would like to have a true multinational profile. Benefits of such a profile and how to attain it. New structures for multinationals." K.E.S. XXII(09)225

4) R.L. Desatnick & M.L. Benett, Human Resource Management in the Multinational Company. Nichols pp. 411 (1977) HD 69 I7 D47 1978 R

The authors' thesis is that the main reason for failure in "going international" is the inadequate attention paid to differences between human resources available abroad and at home. Consequently, they analyse these differences basing themselves on their own experience in working for a multinational corporation. The authors provide also practical suggestions on how to solve problems arising in dealing with foreign human resources.

5] R.W. Cox, Labor and the Multinationals, 54(2) Foreign Affairs 344-365 (Jan. 1976] D 410 F6 R

"Labor's response to the multinational corporation (MNC), was but partial and confused. The options for labor are bifurcating toward a more egalitarian world. The more recent characteristic aspect of the MNC's expansion has been the growth of international production, which has taken the form of direct investment in "export platforms" provided by countries, such as in Western Europe, a n d Brazil and Japan. Major automobile-producing companies had become multinations. MNC brought a new structure of classes: (1) a transnational managerial class, (2) a class of established labor, and (3) the social marginals. Only a minority of union leaders in the US, supported the transnational strategy, by pressing onto the government for bargaining with MNCs. The UN has lent its authority for an "information and reporting" approach to regulating MNCs. Any political structure that has been issued recently, is not yet a solution to social classes. Established labor should confront the critical ethical option: symbiosis or solidarity." 26 I.P.S.A. 1035

6) C.F. Pratten, Labour Productivity Differentials Within International Companies. Cambridge University pp. 118 (1976) HD 69 I7 P73 R

In this book the author compares the labor productivity of the operations of multinational corporations in the U.K. with their sattelites outside the U.K.

7] Y. Zeira, Management Development in Ethnocentric Multinational Corporations. 18(4) California Management Review 34-42 (Summer 1976) B

"Problems, caused by the reserving of top managerial positions in subsidiaries of multinationals, for parent country nationals. Problems related to issues of promotion, adaption, managerial patterns, rewards, political factors. Methods of management development that can limit the negative impact of ethnocentric staffing policy on organizational effectiveness." K.E.S.XXIV(8)240

8) C. Reynolds, Managing Human Resources on a Global Scale. 19(6) Business Horizons 51-56 (Dec. 1976] HC 101 B88 B

"Development of various personnel subfunctions during the internationalization of a US manufacturing company. Stages in multinational evolution. Inadequacy of global personnel managment Staffing of the required human resource management." K.E.S.XXIV(13)389

9) International Labour Office. Multinational Enterprises and Social Policy International Labour Office pp. 182 (1973) HD 69 I7 I58 R 155 L

The book consists first of papers submitted to the 1972 Meeting of the Relationship between Multinational Corporations and Social Policy that was organized by the Governing Body of the ILO; secondly are the report and conclusions of the meeting. The issues examined in part I are, among others, the nature of the multinationals labor standards, working conditions, the impact of multinationals on manpower, and how industrial relations operate in a multinational framework. In part II the report of the ILO meeting is provided.

10) Felice Morgenstern and Blaise Knapp, Multinational Enterprises and the Extraterritorial Application of Labour Law. 274) The International and Comparative Law Quarterly 769-793 (Oct. 1978) L

The authors examine the possibility of applying the labor law (in its widest sense) of the state in which the parent corporation is located throughout the entire enterprise, i.e. to undertakings in foreign countries. The various problems arising from this approach with respect to application and enforcement are analyzed in detail.

11] Robert F. Banks and Jack Steiber, Multinationals, Unions, and Labor Relations in Industrialized Countries. N.Y. State School of Industrial and Labor Relations. Cornell University pp. 200 1977 M961 u1 L

This book is based on papers and comments presented in the Conference on Industrial Relations Problems Raised by Multinationals in Advanced Industrial Societies. Among the subjects reviewed is the question of where, within the multinational's structure, the decisions as to industrial relations are made? One of the authors offers the answer that the decision-making power is to be found among the managers of the corporations' subsidiaries. It is also argued that in this area there is no difference between U.S. multinationals operating abroad and foreign multinationals operating within the U.S. Another subject that is presented is the question of to what extent and how do the multinationals and the unions influence industrial relations. Here it is argued that illegal practices that are forbidden at home, like racial discrimination, are exercised by U.S. multinationals abroad. One of the papers examines the impact of multinationals on the industrial relations in the U.K. and Belgium. Finally, the book reviews and analyzes the attitude of labor unions toward the multinationals. Practical bargaining experience with the multinationals is examined, as is alternative policies introduced by unions in different countries and political environments, e.g. unions in the free world and unions behind the iron curtain. Finally, there is a comment about collective bargaining across national boundaries with a multinational corporation.

12) D. Hellinger; S. Hellinger, The Job Crisis in Latin America: A Role for Multinational Corporations in Introducing more Labour-Intensive Technologies. 3(6) World Development 399-410 (June 1975) D 839 W55 R

"Critical steadily worsening employment problem. Rethinking of development strategies. Technological choice in manufacturing. Examples of technological flexibility. Procurement of labour intensive technologies. Government policy and the contribution of the multinationals to solve the employment problem." K.E.S.XXII(22)545

13) David C. Hershfield, The Multinational Union Challenges the Multinational Company. The Conference Board pp. 40 (1975) HD G475 A1 H47 R B

An Analysis of the reasons for the challenge of the MN union to the multinational corporation. Four major unions are examined.

14) Richard F. Gonzales and Anant R. Negandhi, The U.S. Overseas Executive. Michigan State University pp. 118 (1967 HD 69 I7 G6

The authors analyse and describe the character of the overseas executives of U.S. multinationals, categorizing the same into two groups; U.S. domestic business executives, and those executives who are natives of the less developed countries.

15) Duane Kujawa, U.S. Labor, Multinational Enterprise and the National Interest: A Proposal for Labor Law Reform. 10 Law and Policy in International Business 941-967 (1978) L

The author deals with the problems of labor unions when bargaining with the multinationals. He undertakes to prove that: a power imbalance exists in collective bargaining with the multinationals; that in previous cases the unions were unsuccessful in bargaining with the multinationals mainly because of the existing labor law; and that the current methods developed by the union will probably also be unsuccessful unless an amendment in U.S. labor law is made that would provide for involvement of the union in the process of decision-making within the multinationals.

H. MANAGEMENT AND PLANNING

1) P. Lorange, A Framework for Strategic Planning in Multinational Corporations. 9(3) Long Range Planning 30-37 (June 1976)
HC 10 L75 R

"Taxonomy of multinational corporations according to relative emphasis on product versus area orientation. Integration and adaptation planning task of four multinational archetypes. Diminishing planning costs in matrix archetypes." K.E.S.XXIII(19)569

2) Wickham Skinner, American Industry in Developing Economies. John Wiley & Sons pp. 278 (1968) HD 69 I7 S53 R

This book deals with the problems of management of the manufacturing units of various U.S. corporations in developing countries. Solutions to these problems are suggested. The empirical background of the book is based on research derived from the study of 13 U.S. multinationals operating in six developing countries.

3) J.S. Barnett, Corporate Foreign Exposure Strategy Formulation. 11(4) Columbia Journal of World Business 87-97 (Winter 1976) B

"Increased awareness of the fluctuations in foreign exposure by corporations. Definition of corporate foreign exposure strategy. Strategy formulation: four starting points. Definition of a financial business objective. Corporate attitude toward risk. Economic, accounting and opportunity tradeoffs. Long term and short term tradeoffs." K.E.S.(18)547

4) Richard N. Farmer, Incidents in International Business. Richard D. Irwin pp. 215 1967 HD 69 I7 F28 R

The book presents 72 examples of typical management problems encountered in international business transactions, each of them followed by questions to the student (S.A. Farmer & Richman, International Business: An Operational Theory).

5] Richard N, Farmer & Barry M. Richman, International Business: An Operational Theory. Richard D. Irwin pp. 314 (1966) HD 69 I7 F3 R

The authors analyze the impact of the basic internal problems of the multinational corporation on the process of decision-making within the corporation. Secondly, the impact of the main international factors on the multinationals is examined. Finally, case studies are provided to illustrate the implementation in practice of theories analyzed in the book (S.A. Farmer, Incidents in International Business).

6) Stanley Hyman, Management and World Development. Sir Isaac Pitman pp. 142 (1967) HD 69 I7 H9 R

The main aim of the book is to suggest new ways to assist in the economic development of the less developed countries. Part I reviews generally the factors in the process of economical growth, Part II examines the role that multinationals may play in encouraging economic development, the structure of management and organization of multinationals. The third part deals with the relations between government and business that concern development and with the role to be taken by management in promoting economic development.

7) Business International S.A. Managing the Multinationals. George Allen & Unwin pp. 162 1972 HD 69 I7 E8 1971 R

The book is divided into two major parts. The first part attempts to predict the environmental opportunities for corporations in Europe, North and Latin America and Asia discusses as well changes in the world monetary structure and capital shortage in the 1970's. The second part deals with measures that ought to be taken by corporation in order to be able to continue their operations i.e. corporate strategic planning and management developing.

8) S.J. Kobrin, Morality, Political Power and Illegal Payments by Multinational Corporations. 11(4) Columbia Journal of World Business 105-110 (Winter 1976) B

"Explanation of small-scale 'grease' payments and large-scale bribes designed to influence national policy. Relationship between large corporations with large economic and political power and society. Emergence of a large number of transnational organizations. Ethics, morality and comparative business practices. Consequences of currupt practices." K.E.S.XXIV(18)547

9) Howe Martyn, Multinational Business Management. Health Lexington pp. 221 (1970) HD 69 I7 M34 R

The author analyzes the multinationals' way of operation and their structure. The ways they collect information and how they overcome difficulties. The processes of decision-making and of implementing the firm's strategy. Problems of tied-up capital and the relations between exporting and manufacturing abroad are also discussed. All this is analyzed by a person who has had himself a practical experience in the field.

10) William A. Dymsa, Multinational Business Strategy. McGraw-Hill pp. 253 (1972) HD 69 I7 D95 R S

The main goal of the book is to examine the planning and strategy of the activities of MNC's. This is based partially on interviews with the executives of MNC's. The author deals also with the organizational structure and the definition of multinational corporations.

11) F.E.I. Hamilton, Multinational Enterprise and the European Economic Community. 67(5) Tijdschrift voor economische en sociale geografie 257-278 (1976) HC 10 T55 R

"The neglect of political economy in location analysis. Recognition of the spatial significance of multinational corporations. The size and spatial behaviour of multinationals in the EEC. EEC policy towards multinationals; the problem of devising and implementing long-term regional policy." K.E.S.XXIV(6)179

12) F.T. Haner, Multinational Management. Charles E. Merrill pp. 302 1973 HD 69 I7 H355 R B

The author gives to the American businessman, who desires to operate abroad, a scheme of consideration and steps to be taken to ensure success. Strategy and planning are also discussed. Each chapter is illustrated by a case.

13) Ted R. Brannen; Frank Y. Hodgson, Overseas Management. McGrew pp. 238 (1965) HD 69 I7 B7 R

This book focuses on the problems arising from the attempt to apply modern management concepts to less developed countries and to their manpower. The authors review areas wherein management ought to adjust to local manners of behaviour, and those areas which are amenable to modification.

14) D.F. Channon, Prediction and Practice in Multinational Strategic Planning. 9(2) Long Range Planning 50-57 (Apr. 1976) HC 10 C75 R

"Patterns and critical factors in multinational planning. Local autonomy. Impact of product diversity, production size and scale, technology. Marketing influences on the planning system."
K.E.S.XXIII(18)538

15) John Snow Schwendimen, Strategic and Long Range Planning for the Multinational Corporation. Praeger pp. 150 (1973) HD 69 I7 535 R B

This book is divided into two parts. The first part deals with the following subjects (1) the literature of corporate planning and its relations to multinational corporations (2) the ideal international planning process (3) the "human side of planning". The second part which is based on a survey of 22 multinationals analyzes the practices of international planning.

16) C.K. Prahald, Strategic Choices in Diversified MNCs. 54(4) Harvard Business Review 67-78 (July/Aug. 1976) HF 5001 H3 02 R L

"Problems of operating within a global matrix structure of organization. How decisions regarding six strategic management issues are influenced in such a matrix (investment, control systems, financial strategy, mergers, joint-venture stability, and manager mobility and development]. Providing a strategic focus for business in a diversified multinational corporation (MNC). How top managers may shift strategic focus. Effect of such a shift on perception of strategic risk." K.E.S.XXIII(21)630

17) K.A. Pingbakk, Strategic Planning in a Turbulent International Environment. 9(3) Long Range Planning 2-11 (June 1976)
HC 10 L75 R

"Review of developments in the multinational corporate environment supporting the spectacular growth of foreign direct investments and multinational corporations since 1945. Current changes altering the premises for multinational corporate planning. Implications for international executives involved strategic planning and management." K.E.S.XXIII(21)630

18) J.W. Gotcher, Strategic Planning in European Multinationals. 10(5) Longe Range Planning 7-13 (Oct. 1977) HC 10 L75 R

"Questionnaire study of modifications in strategic planning. Questions on world view, types of planning, environmental conditions, forecasting, co-determination, and on utilization of the earth resources technology satellite. The use of strategic planning. Influence on the environment. Need for visionaries." K.E.S.XXVII(11)499

19) John Fayerweather; Ashok Kapoor, Strategy and Negotiation for the International Corporation. Ballinger pp. 465 (1960)
HD 69 I7 F38 R

The book is based on the assumption that proper formulation of strategy and the existence of negotiation skills are the major components needed for the multinationals' success. The author believes that the best way to acquire these skills is by guided experience. The relationship between multinationals and host countries are examined. The discussion is clarified by a detailed case study.

20) D. Gestetner, Strategy in Managing International Sales. 52(5) Harvard Business Review 103-108 (Sept./Oct. 1974) HF 5001 H3 02 R L

"Two ways of managing sales force of multinational company: centrist and noncentrist. Pluses and minuses of and problems in centrist and noncentrist companies. Decisive influences." K.E.S.XXI(24)1169

21) Lord Heyworth, The Control Centre for an International Business: A Study of the Factors Relevant to the Location of its Headquarters. University of London pp. 28 (1956) HD 69 I7 44 R

This is a written lecture that examines the practical factors that have to be taken into consideration in making a decision where to locate the control centre of an international business. The factors analyzed are firstly business factors, as communications- access to capital management, and personal taxation; and secondly acts of government, factors such as exchange control, the companies acts, anti-trust legislation and various tax acts.

22) Geoffrey Kean, The Public Relations Man Abroad. Praeger, pp. 204 (1968) HD 69 I7 K4 R

Having had the experience of working in a large multinational corporation in the field of international public relations the author defines and describes what international public relations mean. He analyzes their practical application the problems in the field, methods and techniques, and the effectiveness of international public relations.

23) Trans-Cultural Management pp. 79 (1972) HD 69 I7 T73 R

This magazine contains several short articles dealing with problems of management in India. The articles deal, inter alia with the problems derived from operating an international business in different cultural environments.

I. MARKETING AND RETAILING

1) R.Z. Sorenson; V.E. Viechmann, How Multinationals View Marketing Standardization. 53(3) Harvard Business Review 38-48 (May/June 1975)
HF 5001 H3 02 R L

"When, why and how multinationals (MNCs) standardize the marketing decisions of their European subsidiaries; findings from interviews in 27 major MNCs in the consumer packaged goods field. Marketing planning activities of successful MNCs." K.E.S.XXII(15)372

2) Stanley C. Hollander, Multinational Retailing MSU pp.260 (1970)
HF 5429 H562 RB

A study of multinational retailers. Distinctions between retailer in developed and developing countries. Inducements for and problems of multinational retailing and problem-solving techniques.

J. MATERIAL ON SPECIFIC COUNTRIES AND REGIONS

J(1) AFRICA

1) B.W.T. Mutharika, Multinational Corporation in Regional Integration: The African Experience. 5(4) African Review 365-390 (1975)
JA 26 A48 R

"Few economists today may consider multinational corporations as having any influence on the sucess or failure of regional integration among the primary commodity producing countries. The purpose here is to prove that notwithstanding the withdrawal of the European powers from their African territories, new and more subtle forms of economic domination have been devised and that multinational corporations are the forebearers of a new era in neocolonialism. It can be demonstrated that the greater the power of multinational corporations in any given country, the less the chances that country has in participating effectively in joint ventures with other African countries."
27 I.P.S.A. 1582

2) F.E. Banks, Multinational Firms and African Economic Development. 9 Journal of World Trade Law 347-354 (1975) L

This article is an economic analysis of the role played by multinational corporations in Africa. The author's contention is, that the African countries have not enjoyed the benefits to be derived from the fact that multinational corporations have operated within them. This was due to a lack of sufficient local professionals that could participate in management and technical positions. The author maintains that only actual training (preferably by the multinationals themselves) rather than formal education in secondary and higher education will provide the solution to the problem. Finally, he applies the economic growth model of W.A. Lewis to the African countries.

3) G. Winai Strom, The Influence of Multinational Corporations on Lesotho's Politics and Economics. 5(4) African Review 473-497 (1975) JA 26 A48 R

"A compilation of MNC's which have an interest in Lesotho and their kind of interest. It is part of a larger study on development strategy in Lesotho compared to South African long term plans for the Southern Africa region." 27 I.P.S.A. 1622

J(2) AUSTRALIA

4] C.R. Cameron, Grappling with the Giants. 1 Australian Business Law Review 299-320 (1973) L

The Australian Minister for Labour describes the development of multinational corporations' control over the country's economy. He strongly favours the imposing of restrictions on the multinationals' activity.

The author predicts that Australia will become an industrial democracy. (A term used to describe workers' participation in the management of enterprises). In his opinion an international co-operation of workers coupled with a strong domestic legal framework will provide the cure for the problems presented by the multinational corporations.

J(3) CANADA

5) NDC Investment and Plant Location in Canada. Noyes Development Corp. pp. 95 (1965) HD 69 I7 N6

This book describes the investment environment for foreign direct investment in Canada. The following aspects are covered: Taxation, government assistance, fiscal incentives, labor conditions, cost of energy etc.

6) David Leyton Brown, The Multinational Enterprise and Conflict in Canadian-American Relations. 28 Int'l Org. 733-754 (1974) L

The author describes and analyzes in detail 27 particular cases in which the Canadian government or a provincial government was a party to a dispute caused by the operations of a U.S. multinational enterprise in Canada. Among the factors examined and analyzed are the intensity of the conflict, the value of the solution to the host country and the initiator of the conflict.

7) Nathan J. Stitt, The Organization of Canadian International Business Operations. Unpublished pp. 51 (1964) S8620 L

The author deals with some aspects of the expansion abroad of Canadian corporations. He deals with problems faced by a corporation acting in an unfamiliar legal environment such as expropriation, collection of accounts, contractual problems, and import restrictions. The following chapter deals with the different types of organizational structure available for a corporation operating abroad. In the next chapter the experience of U.S. multinationals is examined. The fourth chapter deals with the considerations that must be taken into account when discussing the formation of a base corporation. The following two chapters examine the problems of choosing the location and of organizing the foreign base. The seventh chapter analyzes the implication of whether or not the corporation is a Canadian resident under Canadian law. The following chapter examines mainly the use of "base haven" countries and the last chapter reviews Canadian legislation and Government Incentives concerning Canadian operations and investment abroad.

J(4) EASTERN EUROPE

8) W. Friedman & L. Mates (Edts.), Joint Business Ventures of Yugoslav Enterprises and Foreign Firms. Columbia University and Institute of International Politics and Economy, Belgrade. pp. 192 (1968) For. Yugos. J74 L

This report summarizes the discussions held at a colloquium on the subject of foreign capital investment and joint ventures. In addition to a summary of the discussion that highlights the major aspects of the subject matter, the report also contains two papers prepared for the colloquium ("Yugoslav System of Self-Management and Joint Business with Foreign Private Firms (Legal-Aspects)" and "Yugoslav System of Self-Management and the Import of Foreign Private Capital (Economic Aspects)"); relevant Yugoslav legislation; two communications to the participants in the colloquium and a model of joint venture contract.

9) Geza P. Lauter and Paul M. Dickie, Multinational Corporations and East European Socialist Economies. Prager pp. 137 (1975) HD 2755.5 L38 R S

An analysis of the increasing involvement of multinationals with Eastern Europe countries, history, problems and prospects.

J(5) HAITI

10] Rodney Nicolas Laham, Haiti: Investment Opportunities for the U.S. Manufacturer. 10 Lawyer of the Americas 355-363 (Summer - Fall 1978] L

The author examines the investment environment in Haiti for a U.S. corporation that intends to operate in the fields of labor-intensive light manufacturing and assembly industries. All factors concerning such an investment are reviewed and the conclusion is that Haiti is a fairly attractive location for this tupe of investment.

J(6] INDIA

11] P.K. Ghosh and V.S. Minocha (Edts.] Global Giants. Sultan pp. 167 (1977] HD 69 I7 G56 R

The book consists of nine articles that examine certain aspects of the operations of multinationals in the third world with special emphasis on India. Among others, the book includes essays on such subjects as transfer of technology, remittances, export performance, tax policies and the regulation of multinationals.

J(7] JAPAN

12] Terutomo Ozawa, Japan's Multinational Enterprise: The Political Economy of Outward Dependency. World Politics 30(4), July 78: 517-537 P

"Japan has suddently emerged as a powerful home country for multinational corporations, offering a new form of competition in

the world market. She is making all-out efforts to set up manufacturing operations overseas in addition to ventures in extractive industries in which Japan, as a resource-poor country, is naturally interested. For a number of reasons, Japan has taken up direct overseas production as a national desideratum, even though the majority of individual firms are not ready to do so on their own. A variety of governmental measures have been taken to defray part of the private costs and to realize the social benefits of overseas investment. The article explores how and why Japanese industry has suddenly gone multinational; it examines the sources of competitiveness in this new form of international economic activity, and points out that overseas investment is now an integral part of Japan's strategy for economic growth and of the foreign economic diplomacy."
28 I.P.S.A. 1380

13) G. Gregory, Japan's New Multinationalism: The Canon Giessen Experience. 11(1) Columbia Journal of World Business 122-129 (Spring 1976) B

"A Japanese company is frequently faced with the constraint of scarce managerial resources when it embarks on an overseas venture. Canon's experience with the Giessen plant (West Germany) which employs European managers provides a possible solution to this problem. Advantages of reliance on European managers." K.E.S.XXIV(2)53

14) Robert J. Ballon (Edt.) Joint Ventures and Japan. Sophia University pp. 138 (1967) HD 69 I7 J64 R

The book deals with several aspects of entering into joint ventures in Japan such as the meaning of the term "capital liberalization" in the Japanese Economy, antitrust, corporate control, contractual problems in the joint-venture contract, management and organizational problems. Finally, a case study entitled "marketing the joint venture" is provided.

15) R.T. Johnson, Success and Failure of Japanese Subsidiaries in America. 12(1) Columbia Journal of World Business 30-37 (Spring 1977) B

"A comparative study of twelve Japanese subsidiaries in the USA. Differences in productivity, managerial performance, communications." K.E.S.XXV(5)216

16) Terutomo Ozawa, The Emergence of Japan's Multinationalism: Patterns and Competitiveness. 15(12) Asian Survey 1036-1053 (Dec. 1975) DS 1 A8 R

"The recent surge of Japan's overseas investments has been phenomenal. The factors that motivated Japanese government and industry abruptly to become an eager disseminator of industrialization in recent years, switching from a traditional ethnocentric policy of building industries at home, can be traced through different stages of developments in the postwar period. Japan's multinationalism is strongly influenced by the macro-economic factors of their rapidly grown economy as well as by those of the host countries, factors external rather than internal to the individual Japanese firms." 26 I.P.S.A. 810

17) K. Yamuzoki; N. Kobogashi; T. Doi, Toward Japanese-type Multinational Corporations. 5(4) Japanese Economic Studies 41-70 (Summer 1977) HC 461 J45 R

"Japanese fondness for joint ventures. Strategy for purchasing overseas enterprises. Cosmetics. Toiletries. Television sets. The 'Japan Inc.', thesis. Inside and outside personnel management. Character of general trading companies. Japanese enterprises and anti-trust policy. Potential for Japanese-type multinationals." K.E.S.XXV(11)501

J(8) LATIN AND SOUTH AMERICA

18) Rafael Vargas-Hidalgo, An Evaluation of the Andean Pact. 10 Lawyer of the Americas 401-423 (Summer - Fall 1978) L

This article examines the economic integration system of the Andean countries. Several subjects related to foreign investment in this region are analyzed.

19] E.V.K. Fitzgerald; M. Wionczek; C.A. Michalest; a.o.
Latin America and the World Economy: Some Issues
7(2) Development and Change 119-217 (Apr. 1976)
HD 82 D387 R

"E.V.K. Fitzgerald. Some aspects of the political economy of Latin America state. Miguel Wionczek. Notes on technology transfer through multinational enterprises in Latin America. C.A. Michalet. The international transfer of technology and the multinational enterprise. Experts of the Group of 77. Draft outline of an international code of conduct on transfer of technology. The Latin American position on transnationals; rules of conduct that shall be observed by transnational enterprises. V. Vorgason. The international coffee agreement; prospect and retrospect." K.E.S.XXIV(21)633

20) Donald P. Irish (Edt.) Multinational Corporations in Latin America.
Ohio University pp. 122 (1978) M961c1 L

This book contains the papers and discussions that were presented in five symposia on subjects related to multinationals' operations in Latin America. The first discussion focuses on the role played by multinationals in the economic development of the Latin America countries with an historical perspective. The question is to what extent have the multinationals contributed to such development and to what extent have they prevented it. The next subject discussed is the question of to what extent moral values should determine the multinationals decisions and operations. A proposal for self-restraint on the part of the multinationals by complying with a self-formulated code of conduct, is reviewed. The third paper provides an example of how a multinational corporation can find itself operating against its home country's and its own interests. The author suggests that the U.S. should monitor its multinationals more closely and recommends more compliance with the various codes of conduct. The fourth discussion is a review of recent operations of multinationals in Latin America and an analysis of their impact on the economy. The author notices the difference in attitude toward the multinationals in different sectors of the market. He predicts that the multinationals will continue to dominate the economic development of Latin America. The last paper is concerned with an analysis of nine general charges against the multinationals, such as interfering with interior affairs of the host governments, bribing host governments' officials, reducing competition, usuing transfer pricing to avoid taxation, discrimination in employment, etc. The author finds only part of these accusations factually based and valid. He suggests a national enforcement of an internationally accepted code of conduct.

21] R.D. Morgenstern; R.E. Mueller, Multinational Versus Local Corporations in LDC's; An Econometric Analysis of Export Performance in Latin America. 42(3) Southern Econ. Journal 399-406 (Jan. 1976] HC 107 A13 S65 R

"Systematic quantitative analysis of the export performance in developing countries of multi-national corporations (MNC), and its consequence for the balance of payments, using Latin American export data 1967-1969. Investigation whether MNC subsidiaries export more than locally owned firms. Comparison of changes in export earnings between MNC subsidiaries and locally owned firms. Differing results of aggregate versus industry specific analysis." K.E.S.XXXIII(20)586

22] S.A. Morley; G.W. Smith, The Choice of Technology: Multinational Firms in Brazil. 25(2) Economic Development and Cultural Change 239-264 (Jan. 1977) HC 10 E35 R

"Study of the extent to which multinational firms in Brazil have adapted their production techniques to employ more labor and less capital. Technological and economic considerations. Adaptation by U.S. multinationals to local conditions in Brazil. Perception of technological alternatives (35 questionnaires)." K.E.S.XXIV(21)642

K. MULTINATIONAL BANKS

1] Stuart W. Robinson, Jr., Multinational Banking. A.W. Sijthoff Leiden pp. 316 (1972] HG 2569 R62 R L (R644m]

This book covers the legal and financial aspects related to the operations of major banks in foreign countries. These operations create in fact a multinational enterprise. The impact of U.S. law, as home country, and of the law of the host countries, on the banks' operations is examined. The bodies of law emphasized are foreign exchange regulations, credit control measures, certain Federal Reserve Regulations, the Interest Equalization tax and the U.S. balance of payments Guidelines Reviews the actual operations of the banks over more than 20 years and undertakes to prove that U.S. banks developed a typical and unique way of practice in the European market. The study focuses on the operations of U.S. commercial banks in France, Great Britain and Switzerland and specially emphasized are techniques of handling short term and long term foreign currency transactions.

L. PUBLIC INTERNATIONAL CORPORATIONS

1) G.O. Zacharias Sundstrom, Public International Utility Corporations. A.W. Sijthoff pp. 140 (1972) 5958p L

This is a case study of five public international utility corporations. It analyzes the different legal structures that were selected for each enterprise, its organization, management finance, and functions. The enterprises reviewed are: (1) the Franco-Ethiopian Railway Company, (2) the International Moselle Company, (3) the Central African Power Corporation, (4) the Basel-Mulhous Airport, (5) the Scandinavian Airlines System.

M. STRUCTURE

1] Isaiah A. Litvak & Christopher J. Maule, Canadian-U.S. Corporate Interface and Transnational Relations. 28 International Organization 711-731 (1974) L

The authors themselves summarize their article as follows: "In the first part of the essay, the nature of the parent-subsidiary relationship is highlighted to show the organizational and decision-making attributes that allow the parent and subsidiary to act as a transnational organization promoting increased interaction between corporate and governmental systems. In the second part of the essay, the corporate decision-making framework is applied to those areas that give rise to transnational processes with implications drawn for Canadian-United Stated relations".

2] B.N. Ganguli, Multinational Corporations. S. Chand pp. 112 (1974) HD 69 I7 G35 R

A study of multinationals as producing units, including the major aspects of multinationals e.g. their structure, transfer of technology, confrontation with labor, impact on balance of payment etc.

3] Robert E. Tindall, Multinational Enterprises. Oceana pp. 371 1975 HD 69 I7 T54 1975 R S L (T588m)

The author analyzes the legal and managerial structure of the multinationals. The book describes the legal framework within which the multinational corporation is formed and operates. Several legal aspects of the operations of multinationals are covered, among them are: ownership and control, antitrust, labor, taxation and disclosure. The analysis of these subjects include an examination of the relations between the host countries and the multinationals and the impact of problems arising in these areas on planning the structure of MNC's and their behaviour. The empirical work done for this study is based on an examination of the following multinationals: Ford, Mitsubishi, Shell, Urilever, and Dunlop-Pirelli.

4] C.M. Schmithoff, Multinational Enterprises. 121 New Law Journal 1053-1054 (1971]

The main part of this article deals with the technique of organization and the structure of multinational corporations in Europe. The unification of companies in Europe is achieved by creating a twin company rather than a giant company with clear national identification as in the American prototype.

5] Georges Leray, Multinational Product Strategy. Praeger pp. 220 1976 HD 69 I7 L44 R

This book focuses on the alternative strategies employed by the multinationals in developing and marketing a particular product. The study analyzes the considerations regarding the question where to locate the manufacturing unit and where to market the product. The study is based on an examination of products of five large multinationals.

6] Louis T. Wells, Jr., The Multinational Business Enterprise: What Kind of International Organization? 25 International Organization 447-464 (1971) L

A description of the way in which a domestic enterprise develops into a multinational. The author portrays the different types of organizational structure found in multinational enterprises (i.e. the area organization and the product organization). He disucsses the relation between the pattern chosen by the enterprise and the corresponding host government policies. He also deals with the centralization and decentralization of decision-making and its impact on the relations with the home and host governments.

N. TAXATION

1) T. Horst, American Taxation of Multinational Firms. 67(3) American Economic Review 376-389 (June 1977] HB 1 E 26 L

"Theoretical analyses of the profit-maximizing multinational firm and the impact of repealing deferral of taxes, higher charges for research and development to foreign subsidiaries and foreign tax credit deduction. Estimates for several U.S. tax policy changes (based on 1974 data)." K.E.S.XXV(15)172

2) OECD Company Tax Systems. OECD pp. 140 1973 068 ECDc L

This is a report prepared by the Committee on Fiscal Affairs if the OECD and reviews the corporate tax systems of OECD member countries. The report analyzes the considerations of and consequences for a government, both on the domestic and international level, in its choosing of a particular tax system. Among the theories of corporate tax reviewed are: the separate system, the split rate system, the imputation system and the fully integrated system.

3) M.E. Kyrouz, Foreign Tax Rates and Tax Bases. 28(1) National Tax Journal 61-80 (March 1975) HJ 2240 N35 R

"This paper reports on 1968 foreign tax rates calculated from Internal Revenue Service, (IRS) from 2952, which is submitted by all US foreign subsidiary corporations. Findings of IRS audit examinations of foreign corporate subsidiaries. Calculation of foreign tax rates, 1965-70. Comparison of US and foreign tax bases." K.E.S.XXII(18)436

4) Hugh J. Ault, International Issues in Corporate Tax Integration. 10 Law and Policy in International Business 461-495 (1978) L

The author deals with the general international problems that face a country with an integrated tax system. The basic issues are:

what corporate taxes and which shareholder would be subject to such a system. The author reviews the solutions suggested to these issues in Germany, France and the U.K. The resolution proposed by the E.E.C. is examined and some unsolved international problems of integration are reviewed. The author provides a discussion of the problems and answers in the event that the U.S. would adopt an integrated corporate tax system.

5) H.J. Stitt and S.R. Baker, International Tax Planning and the Carter Report. CCH pp. 38 (1967) S862 L

The authors deal with the proposals of the Carter Commission regarding the taxation of income earned by Canadian corporations in foreign countries. The authors provide an explanation of methods and consideration in international tax planning. They analyze the Carter recommendations, their impact on foreign operations, and alternatives to the proposals of the Commission.

6) Stanley S. Surrey, Reflections on the Allocation of Income and Expenses among National Tax Jurisdictions. 10 Law and Policy in International Business 409-460 (1978) L

The author reviews different approaches to the problem of allocation of income and expenses among national tax jurisdictions. The issue is divided into jurisdictional allocation and transactional allocation. The approaches of the OECD and the U.N. as well as the tax administration problems introduced by multinational transactions are emphasized by the author. Part of the article deals with the problems faced by developing countries regarding allocation issues.

7) Robert F. Hudson, Jr., Special Corporations for Operating Abroad - An Overview of U.S. Tax Planning Alternatives. 10 Lawyer of the Americas 299-354 (Summer - Fall 1978) L

The article presents the various corporate forms and tax planning methods available for a U.S.-based multinational corporation that is engaged in various types of commercial activities in foreign countries. The author deals with four different corporate vehicles: (1) the "Domestic International Sales Corporation"; (2) the "Western Hemisphere

Trade Corporation" (3) the "Possessions Company" and (4) the "Controlled Foreign Corporation", and with the following types of activities: (1) Exporting (2) Leasing (3) Licensing (4) Services (5) Manufacturing (6) Importing. The best tax planning and its alternatives are offered for each of these corporate forms and activities.

8) Paul Jonas, Taxation of Multinationals in Communist Countries. Praeger pp. 88 1978 HD 2755.5 J66 1978 R

This book reviews several tax problems encountered by foreign investors in socialist countries. The questions examined are:

(1) "the nature of limitations on the formation of foreign associations in key sectors."

(2) "the types of business organizations in which foreigners may participate"

(3) "types and rate of tax 'normally' levied on corporate income".

(4) "treatment of depreciation allowances" etc. The countries investigated are: Yugoslavia, Romania, Hungary, Bulgaria, and Czechoslavakia.

9) Taxes and International Business A Symposium. National Association of Manufacturers pp. 68 (1964) T235ib L

This book contains papers presented in a symposium on Taxes and International Business. The papers examine the impact of tax legislation and tax considerations on business operations abroad. The papers included are: (1) U.S. Business Investment Abroad, (2) U.S. Taxation of Foreign Source Income, (3) European Taxation of Foreign Source Income (4) The Role of Tax Treaties (5) Economic Relationships Affecting the Balance of Payments (6) Tax Harmonization in the Common Market (7) Border Taxes and the General Agreement on Tariffs and Trade (GATT), and (8) National Tax Systems and International Competitiveness.

10) Yitzhak Hadari, Tax Treaties and Their Role in the Financial Planning of the Multinational Enterprise. 20 American Journal of Comparative Law 111-145 (1972) L

The author analyzes the problems introduced by the fact that countries with different tax systems have jurisdiction over the same subject matter. The author discusses the objectives of tax treaties which he defines generally as "to remove tax barriers to the international flow of capital, to the movement of people and to the dissemination of technical knowledge". The more specific objectives of tax treaties are defined as "Avoidance of double taxation" and "Creating of certainty and predictability regarding taxation of multinational business". After reviewing the existing and desirable provisions in such treaties the author deals with "The operation of current tax treaties". In this respect the following subjects are examined: (a) "The Permanent Establishment Doctrine", (b) "Industrial and Commercial Profits" (c) "Investment Income" (d) "Avoidance of Double Taxation", (e) Mutaual Agreement Procedure and Exchange of Information". In the last chapter the author draws his conclusions. He examines the impact of the current tax treaties on the multinationals and evaluates these treaties.

11) Daniel L. Humun, The Tempest Over the Treaty: Implications of the U.S. - U.K. Tax Treaty for State and Local Taxation. 23 Saint Louis Law Journal 509-533 (1979) L

This article analyzes the controversy surrounding the "unitary apportionment" method for the division of income earned in several jurisdictions. This technique has been used heavily by various states in the U.S. The issue is discussed in view of the proposed U.K. Tax Treaty which suggested the rejection of this method in the area of international transactions.

O. TECHNOLOGY TRANSFER

1] J. Wiluzynski, The East-West Technological Gap and the 'Reverse' Flow of Technology. 15(3/4] Acta Aeconomica 293-307 (1975)
HB 1 A1 A3 R

"Next to the flow of technology from West to East, there now is also a flow of technology from the socialist countries to the West. Examples of socialist exports of enbodied technology to the West, mostly in the form of licenses to multinationals."
K.E.S.XXIV(15]448

2) G.K. Helleiner, The Role of Multinational Corporations in the Less Developed Countries' Trade in Technology 3(4) World Development 161-189 (Apr. 1975) D 839 W55 R

"General character of the international market in technology and the role of multinationals in it. Transfer of production and consumption technology. Technology policies with respect to multinationals. Development of more appropriate technologies for the less developed countries. The theory of consumption technology."
K.E.S.XXII(16)393

P. TRANSFER PRICING

1) M.E. Barrett, Case of the Tangled Transfer Price 55(3) Harvard Business Review 20-28 (May/June 1977) HF 5001 H3 02 R L

"Opinion of four executives on corporate transfer pricing within multinationals, presented in a case study. Suggested centralization of profit trading responsibility." K.E.S.XXIV(15)455

2) Jeffrey S. Appan, International Intracorporate Pricing. Praeger pp. 126 (1972) HD 69 I7 A67 1972 R

The study deals with the problem of intracorporate pricing. Factors that determine intracorporate price are examined, such as tax considerations, custom duties, exchange restrictions etc. The focus of the survey is on non-U.S. multinationals.

3) E.J.R. Booth; O.W. Jensen, Transfer Prices in the Global Corporation Under Internal and External Constraints. 10(3) Canadian Journal of Economics 434-446 (Aug. 1977) HB 1 C3 R

"Model to determine transfer prices under maximizing global profits net of the corporate profit taxes levied in each country of operation. Transport costs. Constant and progressive profit taxes. Transfer price discrimination." K.E.S.XXV(9)402

Q. U.N.

1] An International Code of Conduct on the Transfer of Technology Report of the UNCTAD Secretariat U.N. TD B C6 AC.1 2 Supp. 1 Rev. 1) (1975) G

This report is divided into two parts: The first part deals with the identification of problems which have arisen in technology transactions. The subjects reviewed are ownership and control, relations among suppliers; restrictive practices related to the acquisition of technology for production; practices relating to distribution, pricing and costs of technology; and development of national technological and scientific capabilities. Examples from existing law and possible approaches in drafting the code of conduct on the transfer of technology are provided. The second part of the report deals with special considerations that have to be taken into account when preparing the code, such as: the legal nature and possible form of the code; approaches to the formulation of the code; machinery for implementation of the code; and applicable law and settlement of disputes.

2) Commission on Transnational Corporations. Report of the First Session 3 17-28 75 Economic and Social Council. Official Records Supp. No. 12. U.N. E 5655; E c 10 6 (1975) G

This is a preliminary program of work for the Centre on Transnational Corporation submitted by the Commission on TNC's to the Economic and Social Council. It identifies the areas of concern and outlines the program of work to be done in this area.

3) Preparation of a Draft Outline of a Code of Conduct on Transfer of Technology. U.N. TD B C.6 AC.1 2 Supp. 1 Add 1 (1975) G

This document provides the principal provisions in the laws and regulations of different countries. It also deals with policy guidelines, regional regulations and other material concerning the problem of transfer of technology and the preparation of a code of conduct in this area.

This work covers the regulations of 13 countries (Argentina, Brazil, Colombia, France, West Germany, India, Mexico, Nigeria, Romania, U.K., U.S.A., Yugoslavia); the national policy guidelines of two countries (India, Japan); and regional regulations of two regional organizations (E.E.C., Andean Group).

4) Preparation of a Draft Outline of an International Code of Conduct on Transfer of Technology. U.N. TD B C.6 AC.1 3 (1975) G

This document provides a summary of replies of various governments to the Note Verbal of the Secretary General of UNCTAD of 20 September 1974. In these replies the governments expressed their opinions about the preparation of a code of conduct with respect to the transfer of technology. The document provides a summary of replies from 13 developing countries (Brazil, Chile, Colombia, Madagascar, Mexico, Morocco, Nigeria, Pakistan, Philippines, Rwandu, Sudan, Venezuela, Yugoslavia); 12 replies from developed countries (Australia, Finland, France, West Germany, Iceland, Italy, Netherlands, Spain, Sweden, Turkey, U.K., U.S.A.); and 5 replies from socialist countries (Bulgaria, Czechoslavakia, Hungary, Poland, USSR).

5) Proceedings of the U.N. Conference on Trade and Development Fourth Session Nairobi (1976) Vol. 1 UN TD 218 (Vol. 1) Sales No. E.76II.D.10 (1977) G

Various aspects of international trade are discussed in the papers submitted, opinions expressed and resolutions passed in this conference. Special attention should be given to resolution 97(IV) which recommended that the multinationals would increase their manufacturing and processing activities in developing countries. This resolution called for strengthening the participation of national enterprises in their operations and advocated that control would be exercised over their adverse activities.

6) Summary Records of the 687-721 Meetings of the Economic Committee. U.N. E AC.6 SR. 687-721 (1974)

These are summary records of the 687-721 meetings of the Economic Committee of the Economic and Social Council. "The impact of multinational corporations on the development process and on

international relations" (agenda item 8) was dealt with in meetings number: 705, 706, 707-709, 710, 715, 716, 718, 719, 720. Various opinions and examples from the participating countries were provided.

7) Dept. of Economic and Social Affairs. The Impact of Multinational Corporations on Development and on International Relations. U.N. E 5500 Rev. 1, ST ESA 6 1974 G

This document contains two reports: a report of the Secretary General, and a report of the Group of Eminent Persons to Study the Impact of Multinational Corporations on Development and on International Relations. The report of the Group is divided into three. The first part deals with general observations on the subject matter. The second deals with particular problems such as: Ownership and control, Financial flows and balance of payments, technology, employment and labor, consumer protection, competition and market structure, transfer pricing, taxation, information disclosure and evaluation. The third part of the report contains comments by individual members of the Group.

8) Patricia Pope, Transnational Corporations - The United Nations Code of Conduct. 5 Brooklyn Journal of International Law 129-153 (Winter 1979) L

The article reviews the role played by the U.N. in the preparation of a code of conduct for the multinationals. It analyzes the issues being discussed by the U.N. group preparing the codes and examines each principle of conduct proposed.

9) U.N. Commission on International Trade Law 4/75 Report to the Secretary-General U.N. A CN.9 104 G

The report is divided into several parts. The first part deals with studies and activities which have taken place within the U.N. concerning the multinational. The second part analyzes the replies to a questionnaire dealing with the legal problems presented by multinational enterprises which was distributed to U.N. members and interested organizations. The last part is also based on the replies

to the questionnaire and reviews the different legal approaches offered to solve the problem and the role that UNCITRAL has to take in developing rules of law concerning the multinationals. A note on investment laws is annexed to the report.

10) W.J. Feld, U.N. Supervision Over Multinational Corporations: Realistic Expectation or Exercise in Futility. 19(4) Orbis 1499-1518 (Winter 1976) D 839 068 R

"Review of the U.N. report 'The impact of multinational corporations on development and on international relations' and the background of the report (group of eminent persons etc.). The report recommendations and the machinery for their implementation: especially the U.N. Centre on Transnational Corporations. Possible effectiveness of U.N. involvement." K.E.S.XXIII(20)600

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Bibliography

Supplement

A. Export Transactions

1) Ian F.G. Baxter; Ivan R. Feltham (ed.) Export Practice. Osgoode Hall Law School pp. 134 (1964) KF 1989 C3 E9 L; HF 1009.5 B 37 RS

This book is based on papers presented at a conference on doing business with the European Common Market countries, that was held at the Osgoode Hall Law School. The subjects of the papers however were broader than merely subjects relating to exporting to the European Common Market.

This work is a practical guide to a Canadian exporter. The editors brought together articles on different subjects that, when summed up, provide the exporter and the legal scholar with a thorough understanding of export transactions. The first nine chapters deal basically with direct export from Canada to the country of destination. The tenth chapter reviews problems entailed in establishing a foreign based operation and in the practice of transfer pricing among affiliated companies.

As to the first nine chapters, the first deals with a general overview of an export-import transaction and highlights the various aspects of this kind of transaction. The second chapter focuses on the part played by government in this field and the assistance provided by it to exporters. The third and fourth chapters deal with what is considered to be the core of and the key to a successful export transaction - a detailed, sound and well formulated, contract. The magnititude of this subject can not be underestimated

since without a good contract the entire transaction may fall apart. Chapters five and six review the role played by banks in export transactions either by making the arrangements for the fairly complex payments process under export contracts or by providing adequate financing to the exporter. In this regard there is reference to the letter of credit, on instrument that serves for both financing and payment. The next chapter deals also with the financing of export transactions and focuses on medium term finance. Chapters eight and nine are concerned with insurance aspects of export transactions. Chapter eight deals with insurance coverage against the risk of failure on the part of the foreign importer to comply with the contract provisions, and chapter nine reviews the complicated subject of marine insurance. Finally a useful bibliography is provided.

multinational enterprises. The author examines the approaches to be taken in order to achieve harmony between environmental concerns and industrial development.

3) Ian F.G. Baxter, Foreign Currency Obligations 35 The Canadian Bar Review 697-720 (1957) L

The author examines the nature of foreign currency obligations and focuses especially on the conflicts of law problems involved in this area. The author explains the concepts used in the area such as money of account and money of payment. The unsatisfactory and ambiguous approach of the courts to the problem of the interpretation of a foreign money obligation is illustrated and a systematic and logical method of solution is provided by the author.

4) Richard J. Barnet; Ronald E. Muller, Global Reach. Simon and Schuster pp. 508 (1974) HD 69 I7 B32 L

This book evaluates the emergence of the multinationals as the new world's superpowers and the impacts of this process on governments and individuals.

Special consideration is given to the type of manager developed by the multinationals, a person who is devoted to the prosperity of the enterprise even if this devotion entails abandoning loyalty to his own country. The author examines the obstacles introduced by the multinationals to governments which try to exercise their power to control inflation, maintain employment, collect taxes, and set social priorities. The authors analyze the controversy that

of the multinational phenomenon. The book is divided into six parts after a short preface. Part I deals with the multinational enterprise in its national setting. It includes six chapters on the U.S.A., Great Britain, Canada, Germany, France, Belgium and the EEC, and Africa. Part II deals with the costs and benefits of the multinational enterprise. This part has three chapters: (1) Economy benefits; (2) An unsympathetic view; and (3) The multinational corporation in the political economy - a matter of survival. Part III is on management of the multinational enterprise. Three chapters are included: (1) Foreign subsidiaries as an instrument of host government policy; (2) Nationalism and centralized control; (3) Nationalistic control attitudes. Part IV reviews the subjects of litigation, arbitration, industrial relations and the multinational enterprise. The four chapters in this part deal with: (1) Litigation; (2) Arbitration; (3) Industrial relations; (4) International securities. Part V is on anti-monopoly legislation and the multinational enterprise and has chapters on the U.S.A., Europe, and Canada. The last part of the book is a conclusion.

7) Charles P. Kindleberger (ed.), The International Corporation.
The M.I.T. Press pp. 415 (1970) HD 69 I7 I5 L

This book is based on a seminar on "the international corporation" given at M.I.T. The book includes several papers of scholars that cover different aspects of the international corporation. It is divided into six parts: (1) The theory of the international corporation, (2) Finance and technology (3) Law and politics (4) Three

C. Taxation

1) H.R. Hahlo, Fiscalité Des Enterprises Multinationales Au Canada.

8 Revue Juridique Themis 297-303 (1973) L

This article analyzes the provisions of the Canadian Income Tax Act that relate to Canadian taxation of transnational transactions both in the case of a foreign based multinational conducting business in Canada, and in the case of a Canadian multinational carrying on business abroad.

This publication includes summaries of government replies to the request of the Secretary General "to assist the Centre on Transnational Corporations in the establishment of a comprehensive information system". The general summary includes: (1) national legislation and regulations relating to transnational corporations; (2) information on current research on transnational corporations; (3) information on contracts and agreements between transnational corporations and host country entitites; (4) statistical data on transnational corporations.

3) Centre on Transnational Corporations. International Codes and Regional Agreements Relating to Transnational Corporations.
U.N. E/C.10/9 G

This document contains details of international codes and regional agreements and is in this sense a complementary document to E/C.10/8 which is concerned mainly with national legislation.

4) Commission on Transnational Corporations. International Standards of Accounting and Reporting for Transnational Corporations.
U.N. E/C.10/33 pp. 79 1977 HF 5686 I56 U54 1977 L

This report has four parts: (1) A review of general issues relating to the formulation of international standards of accounting and reporting for transnational corporations; (2) and (3) deal with general-purpose financial and non-financial reporting and with special purpose reporting respectively; (4) Summary of findings and conclusions. There is an annex to the report which provides the minimum disclosure

These two documents constitute the previous version of ST/CTC/C. They are structured in the same way and provide information of the same sort as the latter report.

8) Centre on Transnational Corporations. Survey of Research on Transnational Corporations. U.N. ST/CTC/3 pp. 531 1977 HD 2755.5 U482 L

This is a survey of research projects and literature and it covers several hundred entries.

9) Centre on Transnational Corporations. Technical Papers: International Standards of Accounting and Reporting for Transnational Corporations. U.N. ST/CTC/5 pp.96 1977 HF 5686 I56 U538 L

This issue includes three papers that served as background material at the first session of the Group of Experts on International Standards of Accounting and Reporting.

The first paper deals with the existing practice of corporate reporting and points out needed information that is not reported under these practices.

The second paper reviews the current accounting practices of corporations. The review is based on detailed studies of 46 countries. It reviews also the efforts to achieve standardization of accounting reports.

The third paper reviews current accounting practices of transnational corporations.

The first study deals with problems in the taxation of multinational corporations and suggests solutions. The second study deals with issues raised by national differences in effective tax rates of corporate income-taxes. The third study compares the taxation problems of multistate corporations in the U.S. with those of multinational corporations.

14) Centre on Transnational Corporations. Transnational Corporations: Issues Involved in the Formulation of a Code of Conduct.
U.N. E/C.10/17 pp.41 1976 HD 69 I7 U46 L

This report has been prepared by the Centre on Transnational Corporations pursuant to the instructions of the Commission on Transnational Corporation to prepare "an action-oriented paper on all issues involved, including corrupt practices of transnational corporations in the light of the discussions of the Commission.

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